

# **III SEMESTER**

**Dr Ambedkar Institute of Technology, Bengaluru-56**

**Department of MBA**

**Scheme and Syllabus - CBCS**

Course Title	<b>Entrepreneurship Development</b>						
Course Code	<b>MBAT301</b>						
Category	Professional Core Course						
Scheme and Credits	No. of Hours/Week					Total Teaching Hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>	<b>Total Max. marks=100</b>			<b>Duration of SEE: 03 Hours</b>		

**COURSE OBJECTIVES:**

- To develop and strengthen entrepreneurial quality and motivation in students.
- To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively and provide insights to students on entrepreneurship opportunities.
- To understand the contribution of the entrepreneurs towards Rural, Society and Socio Economic Development of the country.

<b>UNIT I</b>	<b>8 hours</b>
<p><b>Entrepreneur:</b> Meaning and Evolution of the concept, Functions of an Entrepreneur, Types of Entrepreneur, Intrapreneur- an emerging class, Concept of Entrepreneurship-The Entrepreneurial Culture; Stages in entrepreneurial process.</p> <p><b>Micro, Small and Medium Enterprises:</b> Role and Importance of MSME, concept and definitions, MSMRD ACT 2006, Current schemes for MSME, Problems faced.</p>	
<b>UNIT II</b>	<b>7 hours</b>
<p><b>Developing Business Model:</b> Importance of Business Model, Starting a small-scale industry - Components of an Effective Business Model, Osterwalder Business Model Canvas. <b>Business Planning Process:</b> Purpose and contents of Business plan, Reasons for business failure, Procedure for setting up an enterprise. Advantages of business planning - Final Project Report with Feasibility Study</p> <p><b>Institutions supporting Entrepreneurs-</b>A brief overview of financial institutions in India- Central level, state level institutions and other institutions. SIDBI, NABARD, EDI, DIC, NGOs, AWAKE, FIWE.</p>	
<b>UNIT III</b>	<b>9 hours</b>
<p><b>Industrial Sickness:</b> Specific Management Problems, Definition, Causes, Process, Rehabilitation of Sick units.</p> <p><b>Family Business:</b> Importance of family business, Stages of Development of a Family business, Types, Responsibilities and rights of members in a family business, Challenges faced, Succession in family business, Strategies for improving the performance of family business.</p>	

<b>UNIT IV</b>	<b>8 hours</b>
<p><b>International Entrepreneurship Opportunities:</b> The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic entrepreneurship, Entrepreneurship entry into international business, exporting, Direct foreign investment, barriers to international trade.</p> <p><b>Venture capital:</b> Venture capital- nature, overview, process &amp; Stages of funding by venture capitalists.</p>	
<b>UNIT V</b>	<b>8 hours</b>
<p><b>Women Entrepreneurs:</b> Challenges, Strategies for the development of women entrepreneurs.</p> <p><b>Social Entrepreneurship:</b> Social enterprise-need - types - characteristics and benefits of social enterprises.</p> <p><b>Rural entrepreneurship-</b> Need, problems, challenges and opportunities of rural entrepreneurship.</p> <p><b>List of Schemes by Govt:</b> Startup: Definition, Difference between Startup Founder and Entrepreneur, Startup Ideas, Different types of Startups, Business Incubator, how does a Business Incubator work, Role of Business Incubator. Make in India, Smart India, Digital India, Smart Cities Mission, Stand up India. Skill India.</p>	
<p><b>TEACHING LEARNING PROCESS:</b> Chalk and Talk, power point presentation, videos, Case Study</p>	

### COURSE OUTCOMES

Sl. No.	Description	Blooms Level
CO1	Display keen interest and orientation towards entrepreneurship and its types and entrepreneurial opportunity in order to setup a business.	L1 & L3
CO2	Design Business Plan and acquaint with the entrepreneurial opportunities at global level.	L1 & L6
CO3	Exhibit an insight about institutions supporting entrepreneurs and knowledge about the industrial sickness and family businesses.	L4
CO4	Demonstrate their acumen in applying entrepreneurial concepts in real world/situation to make decision.	L2 & L3

### RECOMMENDED BOOKS:

1. Poornima Charantimath, Entrepreneurship Development-Small Business Enterprise- Pearson Education, 2007
2. Rober D Hisrich, Michael P Peters, Dean A Shepherd, Entrepreneurship, 6/e, The McGraw-Hill companies, 2007

### E- BOOKS/ ONLINE RESOURCES:

- <https://youtu.be/rbmz5VEW90A>
- <https://www.youtube.com/watch?v=CnStAWc7iOw>
- <https://www.youtube.com/watch?v=RLQivEQUgUc>

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

### SCHEME FOR EXAMINATIONS

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.

- Students have to answer 5 full questions, selecting ONE from each unit.

**MAPPING of CO s, PO s & PSO s**

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3		3	3	2	3		2	2
CO2		3		3			3		
CO3	3					3			
CO4		3	2	3	2		3		3
<b>Strength of correlation: Low-1, Medium- 2,High-3</b>									

**Dr Ambedkar Institute of Technology, Bengaluru-56**  
**Department of Master of Business Administration Scheme**  
**and Syllabus - CBCS – 2024 Onwards**

Course Title	<b>Innovation And Design Thinking</b>						
Course Code	<b>MBAT302</b>						
Category	<b>Professional Core Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>	<b>Total Max. marks=100</b>			<b>Duration of SEE: 03 Hours</b>		

**COURSE OBJECTIVES:**

- To familiarize Design Thinking (DT) and its phases
- To enable the students to become aware of the evolution, concepts & models of Design Thinking.
- To enable learners with the context, methods and mindsets pertaining to Design Thinking.
- To equip students to the opportunities to ideate and find solutions by applying DT.

<b>UNIT I</b>	<b>8 hours</b>
<p><b>Introduction:</b> Design Thinking as a Solution, The Value of Design Thinking, A Look at the History of Design Thinking, A Look at the History of Design Thinking, Four Core Principles of Successful Innovation, A Model of the Design Innovation Process, Seven Modes of the Design Innovation Process.</p> <p><b>Sense Intent:</b> Mindsets, Sensing Changing Conditions, Seeing Overviews, Foreseeing Trends, Reframing Problems, Forming an Intent, Sense Intent Methods, Buzz Reports, Popular Media Scan, Key Facts, Innovation Sourcebook, Trends Expert Interview, Keyword Bibliometrics, Ten Types of Innovation Framework, From To Exploration, Intent Statement.</p>	
<b>UNIT II</b>	<b>9 hours</b>
<p><b>Know Context:</b> 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, Complementors Map, Ten Types of Innovation Diagnostics, Industry Diagnostics.</p> <p><b>Know People:</b> 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, Image Sorting, Field Activity</p>	
<b>UNIT III</b>	<b>9 Hours</b>
<p><b>Frame Insights:</b> Mindsets, Exploring Systems, Looking for Patterns, Constructing Overviews, Identifying Opportunities, Developing Guiding Principles.</p> <p><b>Frame Insights:</b> 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,</p>	

Asymmetric Clustering Matrix, Activity Network, Insights Clustering Matrix, Semantic Profile.

**UNIT IV**

**8 hours**

**Explore Concepts:** Challenging Assumptions, Standing in the Future, Exploring Concepts at the Fringes, Seeking Clearly 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.

**UNIT V**

**6 hours**

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

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

**TEACHING LEARNING PROCESS: Chalk and Talk, Power point presentation, Case studi Videos**

**COURSE OUTCOMES:**

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

Sl.No.	Description	Blooms Level
CO1	Gain domain knowledge on Innovation and Design Thinking on business management perspective.	L2
CO2	Apply the knowledge and skills of DT in prototype development for product/service innovations.	L3
CO3	Analyse sustainable and societal challenges and find solutions.	L4
CO4	Evaluate the pros and cons for sustainable development by applying DT.	L4

**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.
4. Design Thinking Methodology by Emrah Yayici, ArtBizTech, 2016.

**E-BOOKS/ONLINE RESOURCES:**

- [https://onlinecourses.nptel.ac.in/noc22\\_mg75/preview](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-foreducators/>
- <https://theaccidentaldesignthinker.com/design-thinking-tools-resources/>

**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.

### SCHEME FOR EXAMINATIONS

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

### MAPPING of COs with POs & PSOs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3			1		3			2
CO2			2		3		3		2
CO3			3		1		3		
CO4				3	2			2	3
<b>Strength of correlation: Low-1, Medium- 2, High-3</b>									

**Dr Ambedkar Institute of Technology, Bengaluru-56**  
**Department of MBA**  
**Scheme and Syllabus - CBCS – 2024 onwards**

Course Title	<b>International Business</b>						
Course Code	<b>MBAT303</b>						
Category	<b>Professional Core Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>		<b>Total Max. marks=100</b>		<b>Duration of SEE: 03 Hours</b>		

## **COURSE OBJECTIVES:**

1. To provide the knowledge, skills, and abilities to understand the global economic, political, and cultural environment within which firms operate.
2. To gain insights into various global trade and investment and conceptual understanding on theories of international trade
3. To examine the strategies and structures of international business and assess the special roles of an international business's various functions.
4. To familiarize with conflicts situations and ethical issues in global business.

<b>UNIT I</b> <b>INTRODUCTION</b> International Business – Definition – Challenges & issues in global business – factors causing globalization of business - different forms of international business – International Business environment – Political, economic and cultural environment – Protection Vs liberalization of global business environment, Ethical issues in international business.	<b>8 hours</b>
<b>UNIT II</b> <b>INTERNATIONAL TRADE AND INVESTMENT</b> Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – global trade and investment – theories of international trade – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages – RTBs across the globe	<b>8 hours</b>
<b>UNIT III</b> <b>INTERNATIONAL STRATEGIC MANAGEMENT</b> Strategic compulsions - Global portfolio management - global entry strategy – organizational issues of international business – organizational structures – controlling of international business – approaches to control – performance of global business - performance evaluation system.	<b>8 hours</b>
<b>UNIT IV</b> <b>PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS</b> Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations - Globalization of markets, marketing strategy – pricing, production and channel management -Investment decisions – Economic - Political risk – sources of fund - exchange rate – strategic orientation – selection of expatriate managers - Training and development – compensation.	<b>8 hours</b>
<b>UNIT V</b> <b>CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT</b> Disadvantages of international business – Conflict in international business - Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies – Ethical decision making in international business.	<b>8 hours</b>
<b>TEACHING LEARNING PROCESS: Chalk and Talk, power point presentation, videos, Case Study</b>	

## **PRACTICAL COMPONENT:**

1. Analyzing the international business of few MNC companies
2. Identify the factors influence by political, economic, cultural environment towards International Business
3. Analyze the trade and investment opportunities for international business.
4. Identify trade barriers and regional trade blocks of selected countries
5. Create organizational structure for diversified business/ MNC i.e., spread across the globe
6. Pick companies to identify and compile handling conflict, resolutions for conflict and ethical decision making.

## **TEXTBOOKS**

1. K. Aswathappa, International Business, 7th Edition, Tata Mc Graw Hill, New Delhi, 2020.
2. Charles W.I. Hill and Arun Kumar Jain, International Business, 10th edition, Tata Mc Graw Hill, New Delhi, 2017.
3. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7th Edition, Cengage Learning, New Delhi, 2010.

4. Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009.
5. Vyuptakesh Sharan, International Business, 3rd Edition, Pearson Education in South Asia, New Delhi, 2011.

### E-BOOKS AND ONLINE RESOURCES

1. <https://www.pdfdrive.com/international-business-environment-e56594187.html>
2. <https://www.pdfdrive.com/business-environment-e54194142.html>
3. [https://ebooks.lpude.in/commerce/mcom/term\\_3/DCOM501\\_INTERNATIONAL\\_B\\_USINES\\_S.pdf](https://ebooks.lpude.in/commerce/mcom/term_3/DCOM501_INTERNATIONAL_B_USINES_S.pdf)
4. <https://www.yumpu.com/en/document/view/63865501/pdf-download-internationalbusinesscase-studies-for-the-multicultural-marketplace-full-online>
5. <http://elibrary.gci.edu.np/bitstream/123456789/681/1/BM727%20The%20International%20Business%20Environment%20Challenges%20and%20Changes%20by%20Jami%20Weatherston.pdf>
6. <https://www.taylorfrancis.com/books/edit/10.4324/9780080511306/internationalbusinesscase-studies-robert-moran-david-braaten-ph-john-walsh>
7. [https://www.youtube.com/watch?v=3hMNnvd\\_HbQ](https://www.youtube.com/watch?v=3hMNnvd_HbQ)
8. [https://onlinecourses.nptel.ac.in/noc20\\_mg54/preview](https://onlinecourses.nptel.ac.in/noc20_mg54/preview)
9. <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.**

### SCHEME FOR EXAMINATIONS

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

### COURSE OUTCOMES:

**The students will be able to:**

Sl. No.	Description	Blooms Level
CO1	Identify the role and impact of political, economic, and cultural environment in international business and explore various opportunities for trade and investment across the globe.	L1
CO2	Illustrate the knowledge to categories the functional areas of global business organization for effective managerial decision making.	L2
CO3	Analyze organizational issue in international business and create an effective organizational structure for domestic and overseas operations to gain competitive advantage.	L4
CO4	Apply ethical and professional approaches to avoid conflicts and provide resolutions in global business.	L3
CO5	Prepare and ready to take the international business opportunities and employment	L4

### MAPPING of COs with POS and PSOs

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

<b>CO3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>3</b>		<b>2</b>
<b>CO4</b>			<b>1</b>	<b>2</b>	<b>2</b>			<b>3</b>	
<b>CO5</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>3</b>
<b>Strength of correlation: High – 3; Moderate – 2; Low - 1</b>									

**Ambedkar Institute of Technology, Bengaluru-56**  
**Department of Master of Business Administration**  
**Scheme and Syllabus - CBCS – 2024 Onwards**

Course Title	<b>Statistical Applications Lab</b>						
Course Code	<b>MBAL304</b>						
Category	<b>Professional Core Course-Lab</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	00	00	02	00	02	26	02
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>	<b>Total Max. marks=50</b>			<b>Duration of SEE: 03 Hours</b>		

**COURSE OBJECTIVES:**

- To gain insights on the data entry using the statistical package or a valid software.
- To orient the students with data analysis and draw valid inferences.
- To gain knowledge regarding preparation of report.

Sl. No.	Lab Experiments	No. of Hours	Blooms Taxonomy Level
1	Review of Literature, and identification of research gap, Writing bibliography.	2	L2
2	Formulation of Research Design	2	L3
3	Questionnaire design and Data Collection	2	L5
4	Data entry, Importing data and Tabulation	2	L3
5	Data presentation tools and inference	2	L3
6	Data presentation tools and inference	2	L5
7	Analysis of data: Using Descriptive Statistics	2	L5
8	Analysis of Data: Using inferential statistics	2	L5
9	Testing of Hypothesis- Parametric tests and Interpretation of Data	2	L5
10	Testing of Hypothesis- Parametric tests and Interpretation of Data	2	L5
11	Testing of Hypothesis- Non- Parametric tests and Interpretation of Data	2	L5, L6
12	Testing of Hypothesis- Non- Parametric tests and Interpretation of Data	2	L5
13	Case studies on Management Research	2	L3

**PRACTICAL COMPONENT:**

- Exercises on management research related exercises.

**COURSE OUTCOMES:**

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

Sl. No.	Description	Blooms Level
<b>CO1</b>	Manipulate data using valid statistical software	<b>L3</b>

<b>CO2</b>	Tabulate and apply statistical tools and test the hypotheses using statistical software	<b>L4</b>
<b>CO3</b>	Identify a research problem and prepare a Research Report.	<b>L5</b>

### TEXT BOOKS:

1. SPSS Statistics for data Analysis and Visualization, Keith McCormick and Jesus Salcedo, Wiley publications.
2. Data Analysis wit SPSS Version 16, Robert H. Carver, Cengage Learning India Pvt Ltd (2009).
3. Data Analysis Using SPSS: Text and Cases, For Researchers, Teachers and Students, Nirali Prakashan, 2022.
4. SPSS in Simple Steps, Dreamtech Press, 2011.
5. Microsoft excel 2019: Data analysis & Business Model, L. Winston Wayne, sixth edition, PHI Learning Pvt. Ltd., October 2019.
6. Beginners Guide For Data Analysis Using R Programming 1St Edition 2018 by Jeeva Jose, Khanna Publishing House.
7. R Programming for Beginners, Sandip Rakshit, McGraw Hill Education, 21 July 2017.

### E- BOOKS/ ONLINE RESOURCES:

<https://edge.sagepub.com/field5e/spss-video-tutorials>

<https://www.coursera.org/courses?query=spss>

[https://www.academia.dk/BiologiskAntropologi/Epidemiologi/PDF/SPSS\\_Statistical\\_Analyses\\_using\\_SPSS.pdf](https://www.academia.dk/BiologiskAntropologi/Epidemiologi/PDF/SPSS_Statistical_Analyses_using_SPSS.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.**

### SCHEME FOR EXAMINATIONS:

- There will be 10 experiments each carrying 30 marks out of which the student can execute one experiment randomly, procedure and write- up carry 10 marks and viva- voce for 10 marks.

### Mapping of COs with POs and PSOs:

Sl. No	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>3</b>	
<b>CO2</b>		<b>2</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>3</b>			<b>1</b>
<b>CO3</b>		<b>2</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>
<b>Strength of correlation: Low-1, Medium- 2, High-3</b>									

Course Title	<b>Industrial Internship</b>						
Course Code	<b>MBAI305</b>						
Category	<b>Professional Core Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	00	00	02	00	26	00	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>	<b>Total Max. marks=100</b>			<b>Duration of SEE: 00</b>		

**COURSE OBJECTIVES:**

- To familiarize the students on Industry Profile and its Scenario.
- To make the students to understand the organization profile, structure, functional areas, and interrelationship for better decisions & its importance in achieving the goals.
- To expose the students to understand the different organizational set up, environment and its culture.
- To enable the students to apply the theoretical concepts of McKinsey’s 7’s model & Michael Porter’s Five Force Model in the organizational study.

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

**CHAPTER SCHEME:**

**CHAPTER 1: INDUSTRY PROFILE**

History or origin of the Industry  
Current Status /Scenario of the Industry  
Future prospects

**CHAPTER 2: ORGANIZATION PROFILE**

Back ground of the organization  
Achievements/awards  
Nature of business  
Vision, Mission,  
Quality Policy  
Product/Service Profile  
Work Flow Model-WFM  
Ownership Pattern  
Competitors Information  
Infrastructure Details  
Future Growth and Prospects

**CHAPTER 3: MCKINSEY’S 7s FRAMEWORK AND MICHAEL PORTER’S FIVE FORCE MODEL**

Strategy, Structure, System, Style, Staff, Shared Value, Skills  
Bargaining Power of Suppliers and Customers, Threat of New Entry and Substitutes, Rivalry among existing competitors

## **CHAPTER 4: ANALYSIS OF FINANCIAL STATEMENT & SWOT ANALYSIS.** Ratio Analysis

SWOT

Analysis

## **CHAPTER 5: FINDINGS, SUGGESTIONS, CONCLUSION**

Findings

Suggestions

Conclusion

Learning

Experience

## **BIBLIOGRAPY**

## **ANNEXURE: if**

## **COURSE OUTCOMES:**

<b>Sl. No.</b>	<b>Description</b>	<b>Blooms Level</b>
CO1	To understand the history & current status of an Industry.	L2
CO2	To examine the background & structure, business environment of the organization.	L4
CO3	To assess and identify McKinsey's 7S and Porter's Five Force Model information during the organizational study	L4
CO4	To evaluate clearly the financial health through ratios & SWOT analysis.	L5
CO5	To bring out key findings, recommendations and conclusion on their organizational study.	L3

## **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
- List of graphs
- Executive Summary

## **GENERAL GUIDELINES**

- The Internship shall be for a period of 6 weeks.
- No two students of an institute shall work 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.
- Student need to identify an external guide (Working in the organization) and seek guidance from him/her. Format of the internship report shall be prepared using the MS office viz., MS Word, Times New Roman Font, Title of the study 16 font size, All headings 14 font size, Main text 12 font size. On a page layout of A4 size with 1" margin all sides and 1.15-line spacing.

The internship report shall not exceed 60 pages.

## **SUBMISSION OF THE REPORT:**

Students shall submit three\* hard copy of the report to the college (\*Student Copy + Guide Copy + Organization Copy).

## BINDING

Colour of the report: Sky Blue (Hard Bound)

## EVALUATION:

Both Internal and External Evaluation shall be conducted. The Internal evaluation will be carried by the internal guide and the External Evaluation will be conducted through Viva Voce/ Presentation.

A viva-voce examination shall be conducted at the 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 an external evaluator drawn from **INDUSTRY**. In case of non-availability of industry person, a senior professor or a faculty with more than 10 years of experience from other institution or universities may be invited to conduct the viva-voce.

## MAPPING of COs with POs and PSOs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3	-	-	-	-	3	3	-	3
CO2	3	3	-	3	-	-	3	-	-
CO3	-	3	-	-	-	3	3	-	-
CO4	-	3		3	3	-	-	-	3
CO5	-	-	-	3	3	3			3
Strength of correlation: Low-1, Medium- 2, High-3									

**Dr. Ambedkar Institute of Technology, Bengalur-56**

**Department of MBA**

**Scheme and Syllabus-CBCS- 2024 Onwards**

Course Title	<b>Placement Training</b>						
Course Code	<b>MBACDN306</b>						
Category	<b>Non – Credit Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching Hours	Credits
	L	T	P	SS	Total		
	02	00	02	00	26	26	-
<b>CIE Marks: 50</b>	<b>SEE Marks: 00</b>		<b>Total Max. marks=50</b>			<b>Duration of SEE:00</b>	

## COURSE OBJECTIVES:

1. Students will learn Data Interpretation, Clocks & Calendars.
2. Students can comprehend & gain knowledge on problems on Time & Work, on Age.

3. Can acquaint the knowledge on preparation of Interview skill, various interview structures like Group Discussion, corporate etiquettes, Profiling, Social Media.

<b>Placement Training by JV Global for MBA students 2025-2027</b>	
<b>3<sup>rd</sup> Sem MBA Topics for aptitude training</b>	<b>Hrs</b>
Clocks & Calendars	2
Data Interpretation	2
Time & Work	2
Problems on Age	2
VA IV - Verbal classification & Verbal reasoning	2
Corporate Etiquette	2
Creating a LinkedIn/social media profile, Resume writing	2
Profiling(Assessment- Interview, Aptitude test, GD, Corporate day)	12
<b>Total hours</b>	<b>26</b>

**COURSE OUTCOMES:**

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

<b>Sl.No.</b>	<b>Description</b>	<b>Blooms Level</b>
CO1	Develop the skills on professional etiquette with the right mannerism. Technique of email writing to an official. Knowledge about the interview skills and also realized the importance of skill set.	3
CO2	Acquire the knowledge on solve the problems of Clocks & Calendars, Age, Time & Work and Data Interpretation.	2
CO3	Can develop/design their resume and also maintain their LinkedIn profile as per the company's requirements.	6

**Mapping of CO's, PO's & PSO's**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>			<b>2</b>		<b>2</b>	<b>3</b>			
<b>CO2</b>		<b>3</b>							
<b>CO3</b>						<b>2</b>			
<b>Strength of correlation: Low-1, Moderate-2, High-3</b>									

**Dr Ambedkar Institute of Technology, Bengaluru-56**  
**Department of MBA**  
**Scheme and Syllabus - CBCS – 2024 Onwards-2024 Onwards**  
**Marketing Elective**

Course Title	<b>Consumer Behaviour</b>						
Course Code	<b>MBAT307</b>						
Category	<b>Professional Elective Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>	<b>Total Max. marks=100</b>			<b>Duration of SEE: 03 Hours</b>		

**COURSE OBJECTIVES:**

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

<b>UNIT I</b>	<b>8 hours</b>
<b>Introduction to the study of Consumer Behaviour:</b>	
a) <b>Meaning &amp; Definition of CB</b> , Difference between consumer & Customer, Nature & characteristics of Indian Consumers, Consumer Movement in India, Rights & Responsibilities of consumers in India, Benefits of consumerism.	
b) <b>Models of Consumer Behavior:</b> Nicosia Model, Howard -Sheth Model, Engel-Kollat-Blackwell Model.	
c) <b>Consumer Decision Making:</b> Input-Process-Output Model, Four views and Levels of consumer decision making.	
<i>Case Study Discussion on basic concepts, models and consumer decision making.</i>	
<b>UNIT II</b>	<b>8 hours</b>
<b>Individual Influences on Consumer Behaviour:</b>	
<b>Motivation:</b> Motivation as a Psychological Force, Motivation Theories, Maslow's Hierarchy of Needs, Trio of Needs Theory.	
<b>Personality:</b> Basics of Personality, Theories of Personality Applications of Personality concepts in Marketing, Personality and understanding consumer, <b>Perception:</b> Basics, Elements of Perception, Consumer Imagery	
<b>Learning:</b> Elements of Consumer Learning, Learning Theories (Classical Conditioning Pavlovian Model, Instrumental Conditioning.).Brand Loyalty and Brand Equity.	
<b>Attitude:</b> Meaning, Attitude Formation, Strategies of attitude change.	
<i>Case Study Discussion on individual influences on consumer behaviour</i>	
<b>UNIT III</b>	<b>9 hours</b>
<b>External Influences on Consumer Behaviour:</b>	
<b>Social Class:</b> Social class & Social status -Meaning, Five Social-Class Categories in India.The measurement of social class.	
<b><u>Culture and Subculture - Major Focus on Indian Perspective</u></b>	
<b>Culture:</b> Meaning, Cultural Values, Measurement, Characteristics, Traditional and Changing Indian Values.	
<b>Subculture:</b> Meaning, Subculture Division and consumption pattern in India, Types of subcultures.	
<b>Cross-cultural marketing</b> – Meaning, problems in cross-cultural marketing.	
<b>Family:</b> Meaning, Family decision making and consumption related roles, Family Life Cycle.	
<b>Reference Groups:</b> Meaning, Factors that affect reference group influence, Types of reference groups, Reference group appeals.	
<b>Opinion Leadership:</b> Dynamics of opinion leadership process, Measurement of opinion leadership, Market Mavens, Surrogate Buyers.	
<i>Case Study Discussion external influences on consumer behaviour</i>	
<b>UNIT IV</b>	<b>8 hours</b>
<b>Role of Research in understanding consumer behavior:</b>	
<b>Consumer Research:</b> Consumer Research Process, Developing research objectives, collecting secondary data, designing primary research, data analysis and reporting research findings.	

**Diffusion of Innovations:** Diffusion and Adoption of Innovations, Diffusion Process, Adoption Process and Categories.

**Consumer Gifting Behaviour:** Meaning, Process of Gift Giving

*Case Study Discussion on consumer research/DOI/Consumer Gifting Behaviour*

**UNIT V**

**7 hours**

**Marketing Ethics and Social Responsibility:** Exploitative Marketing, Manipulating Consumers, Social Responsibility.

**Online Consumer Behaviour:** On-line decision making Process, Developments and concerns in Indian net connections.

*Case Study Discussion on Consumer ethics and online consumer behaviour*

~~TEACHING LEARNING PROCESS: Chalk and Talk, power point presentation, animations, videos,~~

**COURSE OUTCOMES:**

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

Sl. No.	Description	Blooms Level
CO1	Understand the background and concepts of consumer behaviour.	L2
CO2	Apply the dynamics of consumer behaviour and the basic factors that influence the consumers decision making process	L3
CO3	Analyse the applications of marketing strategies in consumer behaviour	L4
CO4	Implement appropriate combinations of theories and concepts and recognise social and ethical implications of marketing actions on consumer behaviour..	L4
CO5	Demonstrate their acumen in applying consumer behaviour concepts in real world/situation to make decision.	L5

**TEXT BOOKS**

1. Consumer Behaviour, Schiffman Kanuk and S. Ramesh Kumar- 2017,Pearson
2. Consumer Behaviour: A Managerial Perspective, Dr.Dheeraj Sharma, Jagdish N Sheth, Banwari Mittal, Cengage Learning, 1/e 2015.
3. Consumer Behaviour, Sethna, Sage Publications, 4/e, 2018
4. Consumer Behaviour in Indian Perspective, Dr. Suja R. Nair,2/e,2020, Himalaya Publications

**E-BOOKS/ONLINE RESOURCES:**

1. <https://youtu.be/ctMpHpJouoU>
2. <https://youtu.be/jSrC-EWYIJQ>
3. <https://youtu.be/AGYxSskyuq0>
4. <https://books.mec.biz/tmp/books/NXHQRTHBQ2L87NIU6YVN.pdf>
5. [https://www.oup.com.au/data/assets/file/0025/131983/9780195597080\\_SC.pdf](https://www.oup.com.au/data/assets/file/0025/131983/9780195597080_SC.pdf)
6. <https://www.pdfdrive.com/consumer-behaviour-books.html>

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

**SCHEME FOR EXAMINATIONS**

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

**MAPPING of COs with POs & PSOs**

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3		1		2	3			2
CO2	1	2		3		1	2		3
CO3			3		2	2		1	
CO4				3				3	
CO5	2				3	2			3
<b>Strength of correlation: Low-1, Medium- 2, High-3</b>									

**Dr. Ambedkar Institute of Technology, Bengaluru 56**

**Department of MBA**

**Scheme and Syllabus – CBCS**

**Marketing Elective**

Course Title	<b>Sales And Retail Management</b>						
Course Code	<b>MBAT308</b>						
Category	<b>Professional Elective Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching Hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>	<b>Total Max. marks=100</b>			<b>Duration of SEE: 03 Hours</b>		

**COURSE OBJECTIVES:**

- To provide an understanding of the concepts, techniques and approaches in Sales Management.
- To emphasize on the selling process & sales Manager's qualities & responsibilities.
- To develop skills for managing the sales force & department.
- To develop an understanding of the contemporary retail management, issues, strategies and trends.
- To highlight the importance of retailing and its role in the success of modern business. □ To acclimatize with the insights of retailing, key activities and relationships.

<b>UNIT I</b>	<b>9 hours</b>
<b>Introduction to sales management:</b> Meaning, Evolution, 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 situations, Personal Selling: Meaning and definition, selling process, sales presentation, Handling customer objections, Follow-up, action.	
<b>UNIT II</b>	<b>8 hours</b>
<b>Management of Sales Territory &amp; Sales Quota:</b> Sales territory, meaning, size, designing, sales quota, procedure for setting sales quota. Types of sales quota, Methods of setting sales Quota. Recruitment and selection of salesforce, Training of salesforce.	
<b>UNIT III</b>	<b>6 hours</b>
<b>Sales force Motivation and Compensation:</b> Nature of motivation, Importance, Process and factors in the motivation, Compensation Meaning, types of compensation plans and evaluation of salesforce by performance and appraisal process.	
<b>UNIT IV</b>	<b>10 hours</b>
<b>Retail Management:</b> 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. <b>Relationship Marketing &amp; International Retailing:</b> Management & Evaluation of Relationships in Retailing, Retail Research: 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.	
<b>UNIT V</b>	<b>7 hours</b>
<b>Setting up Retail organization:</b> Size and space allocation, location strategy, factors Affecting the location of Retail, 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. Management of modern retail stores. Case Study discussion on retail management.

**TEACHING LEARNING PROCESS: Chalk and Talk, case study analysis, power point presentation, videos.**

**COURSE OUTCOMES:**

Sl. No.	Description	Blooms Level
CO1	Recognize & demonstrate the various concepts of sales and retail management.	L1 &L2
CO2	Develop/apply & analyze the conceptual knowledge of sales management in managing the salesforce.	L3& L4
CO3	Apply the contemporary retail management issues, strategies, trends, ethics & its impact on the success of modern business.	L3
CO4	Examine the retail formats, retail research & international retailing for the effective decision making.	L4

**TEXT BOOKS**

1. Retail Management - Levy & Weitz, McGraw Hill, 10<sup>th</sup> Edition, 2023.
2. Integrated Retail Management - James R. Ogden & Denise T. Ogden, Biztantra, 2005.
3. Retail Management: A Strategic Approach : Barry Berman, Joel R Evans, Pearson Education, 13<sup>th</sup> Edition, 2017.
4. Retail Marketing Management : David Gilbert, Pearson Education, 2006.
5. Retail Management - Chetan Bajaj, Oxford University press, 3<sup>rd</sup> Edition, 2016.
6. Retail Management-A Global Perspective: Text and Cases - Dr.Harjit Singh, S.Chand Publication, Revised Edition.

**EBOOKS/ONLINE 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>

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.

**SCHEME FOR EXAMINATIONS**

- There will be 10 questions with 2 full questions from each unit. □ Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

**MAPPING of COs with POs & PSOs**

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>				<b>1</b>		<b>3</b>			
<b>CO2</b>	<b>3</b>			<b>1</b>			<b>3</b>		

<b>CO3</b>			<b>2</b>	<b>3</b>	<b>2</b>		<b>3</b>	<b>2</b>	
<b>CO4</b>		<b>3</b>							<b>2</b>
<b>Strength of correlation: Low-1, Medium- 2, High-3</b>									

**Dr. Ambedkar Institute of Technology, Bengalur-56**  
**Department of MBA**  
**Scheme and Syllabus-CBCS**

**Marketing Elective**

Course Title	<b>Services Marketing</b>						
Course Code	<b>MBAT309</b>						
Category	<b>Professional elective course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching Hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>	<b>Total Max. marks=100</b>			<b>Duration of SEE:03 Hours</b>		

**COURSE OBJECTIVES:**

- To acquaint the students to the uniqueness of the services characteristics and its marketing implications.
- To appreciate the intricacies and complexities of domain of services.
- To discuss, measure and analyze several facets in the area of services marketing, essentials for the success of a service firm.

<b>UNIT I</b>	<b>9 hours</b>
<p><b>Introduction to services:</b> Concepts, What are services, differences in goods and service in marketing, characteristics of services, concept of service marketing triangle, service marketing mix, GAP models of Service quality. Reasons for the growth of services sector, Marketing challenges in service industry.</p> <p><b>Consumer behavior in services:</b> Search, Experience and Credence property.</p> <p><b>Consumer expectation of services-</b> Two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services.</p> <p><b>Customer perception of services-</b> Factors that influence customer perception of service, Service encounters, Customer satisfaction, Service Quality, Strategies for influencing customer perception.</p>	
<b>UNIT II</b>	<b>9 hours</b>
<p><b>Service development and design:</b> New service development, Service Blueprinting.</p> <p><b>Customer defined service standards:</b> “Hard” &amp; “Soft” standards, process for developing customer defined standards.</p> <p><b>Matching Demand and capacity:</b> Understanding Capacity constraints, Demand pattern, challenges of matching supply &amp; demand in capacity, four common types of constraints facing services, optimum v/s maximum use of capacity, strategies for matching capacity &amp; demand. Four waiting line strategies.</p> <p><b>Physical evidence in services:</b> Types of service scapes, Role of service scapes. Guidance for physical evidence strategies.</p>	

<b>UNIT III</b>	<b>9 hours</b>
<b>Employee role in service designing:</b> Importance of service employee, Boundary spanning roles, Emotional labor, Source of conflict, Quality- productivity trade off, Strategies for closing GAP 3.	
<b>Customer's role in service delivery-</b> Importance of customer, Strategies for enhancing-Customer participation.	
<b>Delivery through Intermediaries-</b> Key intermediaries for service delivery, Strategy for effective service delivery through intermediaries.	
<b>UNIT IV</b>	<b>6 hours</b>
<b>Using market research to understand customer expectations:</b> Key reasons for GAP 1, Types of service research.	
<b>Building customer relationship through retention strategies –</b> Relationship marketing, Evaluation of customer relationships, Benefits of customer relationship, levels of retention Strategies.	
<b>Service recovery – Service Recovery Strategies and Guarantees.</b>	
<b>UNIT V</b>	<b>7 hours</b>
<b>Integrated Services marketing communication-</b> Key reasons for GAP 4 involving communication, four categories of strategies to match service promises with delivery, Methodology to exceed customer expectation.	
<b>Pricing of services-</b> Role of price and value in provider GAP 4, Role of non monetary cost, Price as an indicator of service quality –Approaches to pricing services, pricing strategies.	
<b>Offensive and defensive marketing.</b>	
<b>Service Marketing :</b> Trends, Issues and challenges. Case study discussion on service Industry.	

**TEACHING LEARNING PROCESS: Chalk and Talk, powerpoint presentation,videos.**

**COURSE OUTCOMES**Case study.

Sl. No.	Description	Blooms Level
CO1	Develop an understanding about the various concepts and importance of Services Marketing& service research.	L2
CO2	Enhance knowledge about emerging issues and trends in the service sector to solve business problems in order to achieve organizational goals.	L3
CO3	Learn to implement various service strategies to meet new challenges.	L4
CO4	Analyze & derive tools to close GAPS of GAP model of service quality.	L4

**TEXTBOOKS**

1. Services Marketing-Valarie A Zeithmal& Mary Jo Bitner , TMH,7<sup>th</sup>edition, 2018.
2. Services Marketing-Christopher Lovelock, Pearson Education, 8<sup>th</sup>edition, 2017.
3. Service Marketing - Jha S. M.HPH.7<sup>th</sup> edition.
4. Services Marketing –RajendraNargundkar, 4<sup>th</sup> edition, 2019, TMH.
5. Services Marketing –GovindApte, Oxford, Revised edition.

**EBOOKS/ONLINERESOURCES**

- <https://www.youtube.com/watch?v=tv0Uw3jGCdk>
  - [https://ebooks.lpude.in/management/mba/term\\_4/DMGT510\\_SERVICES\\_MARKETING.pdf](https://ebooks.lpude.in/management/mba/term_4/DMGT510_SERVICES_MARKETING.pdf)
    - [https://www.scribd.com/document/4559356623/Services-Marketing-7<sup>th</sup>-edition-zeithmal-pdf](https://www.scribd.com/document/4559356623/Services-Marketing-7th-edition-zeithmal-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 IPRrules.

**SCHEME FOR EXAMINATIONS**

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

**MAPPING of COs with POs & PSOs**

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1		2		1		3			
CO2	3		1		2	3	2		2
CO3	3					2	2	1	2
CO4			1				2		
<b>Strength of correlation: Low-1, Medium- 2, High-3</b>									

**Dr Ambedkar Institute of Technology, Bengaluru-56**  
**Department of MBA**  
**Scheme and Syllabus - CBCS – 2024 Onwards-2024 Onwards Marketing**  
**Elective**

Course Title	<b>Rural Marketing</b>						
Course Code	<b>MBAT310</b>						
Category	<b>Professional Elective Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>	<b>Total Max. marks=100</b>			<b>Duration of SEE: 03 Hours</b>		

**COURSE OBJECTIVES:**

- To understanding the fundamental concepts of rural marketing & the environment in which rural marketing system operates
- To realize the promotional mix in rural markets
- To recognize premise underlying in rural markets
- To comprehend the initiatives and future of rural markets.

<b>UNIT I</b>	<b>8 hours</b>
<b>Introduction to Rural Markets:</b> 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.	
<b>UNIT II</b>	<b>8 hours</b>
<b>Marketing Mix in Rural Markets:</b> 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.	
<b>UNIT III</b>	<b>9 hours</b>
<b>Innovation in Rural Markets:</b> 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.	
<b>UNIT IV</b>	<b>8 hours</b>
<b>Initiatives of Rural Marketing:</b> 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-castingonline training and guidance to farmers.	
<b>UNIT V</b>	<b>7 hours</b>
<b>Future of Rural Marketing:</b> 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.	

**COURSE OUTCOMES:**

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

Sl. No.	Description	Blooms Level
CO1	Explore the various aspects of rural marketing and develop an insight into rural marketing regarding different concepts and basic practices in this area.	L2
CO2	Apply innovations and adaptations to the rural marketing mix to meet the needs of rural consumers.	L3
CO3	Analyse the appropriate practices ,concepts and techniques in the area of rural marketing	L4
CO4	Examine the recent trends in rural marketing	L4

**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
3. R V Badi, N V Badi, Rural Marketing, 2008, Himalaya Publishing House.
4. U C Mathur, Rural marketing, Text and Cases, 2008, excel books
5. CSG Krishnamacharyulu, Lalitha Ramakrishnan, Cases in Rural marketing, An Integrated Approach, 2010, Pearson Publication.

**E-BOOKS/ONLINE RESOURCES:**

- <https://youtu.be/fB3DI31FE4I>
- [https://youtu.be/Hguauxu\\_0bM](https://youtu.be/Hguauxu_0bM)
- <https://youtu.be/d8-k2LbP-y4>
- <https://youtu.be/WttNQfX5cyA>
- <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.

**SCHEME FOR EXAMINATIONS**

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

**MAPPING of COs with POs &PSOs**

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3		2			3			2

<b>CO2</b>			<b>3</b>		<b>2</b>		<b>2</b>		<b>3</b>
<b>CO3</b>	<b>3</b>			<b>2</b>		<b>3</b>		<b>1</b>	
<b>CO4</b>				<b>3</b>	<b>2</b>		<b>2</b>		<b>2</b>
<b>Strength of correlation: Low-1, Medium- 2, High-3</b>									

**Dr. Ambedkar Institute of Technology, Bengaluru-56**  
**Department of MBA**  
**Scheme and Syllabus-CBCS–2024 Onwards**

**Finance Elective**

Course Title	<b>Financial Services &amp; Operations</b>						
Course Code	<b>MBAT311</b>						
Category	<b>Professional Elective Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks:50</b>	<b>SEE Marks:50</b>	<b>Total Max. marks=100</b>			<b>Duration of SEE:03Hours</b>		

**COURSE OBJECTIVES**

- To understand the Structure and functions of Public sector Banks and Commercial Banking in India.
- To learn the functions of various Financial Services in India.
- To analyse the financial decision of Leasing vs buying vs hire purchase.

<b>UNIT I</b>	<b>Banking System and Structure in India:</b> 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, Quantitative and Qualitative Measures of Credit Control, <b>Recent trends in Banking-</b> Neo banking, Payment banking, E Cheques, Real Time Gross Settlements (RTGS), Electronic Fund Transfer(EFT), Electronic clearing Service(ECS), Electronic Data Interchange(EDI), Block chain & Machine learning Fintech, Crypto currency, and Future of Banking.	<b>08 hours</b>
<b>UNIT II</b>	<b>Commercial Banking:</b> Structure, Functions - Primary & Secondary functions, Services rendered. Concept of Universal Banking, Analysis of Banks' Financial statements. (Theory) <b>Merchant Banking:</b> Categories, Services offered, Issue management–Pre and Post issue management, Issue pricing, Preparation of Prospectus, Underwriting, Private Placement, Book Building Vs. Fixed price issues. <b>Factoring Services:</b> Meaning, Objectives and Types of Factoring. Forfeiting- Meaning, Factoring vs Forfeiting.	<b>07 hours</b>
<b>UNIT III</b>	<b>08 hours NBFC's:</b> An Overview -Types of NBFC's in India- Functions. <b>Micro-finance:</b> -Micro finance delivery mechanisms, Services, Challenges-Future of Micro finance. <b>Leasing &amp; Hire Purchase:</b> Nature and scope of leasing, Types of leasing, factors influencing Buy vs lease decisions, Problems on Evaluation of Leasing. Nature and forms of Hire purchase agreements, Lease vs hire purchase.	
<b>UNIT IV</b>	<b>08 hours Credit Rating:</b> Meaning, Process, Methodology, Agencies and Symbol <b>Venture Capital:</b> Concept, features, Process, Stages. Private Equity-Investment banking perspectives in private equity. Performance of Venture Capital Funded Companies in India. <b>Depository System:</b> Process, Objectives of Depository System, Activities, NSDL& CDSL. <b>Securitization of Debt:</b> Meaning, process, Types, Benefits.	
<b>UNIT V</b>		<b>08 hours</b>

**Introduction to Insurance:** Risk and Insurance- Definition and Basic Characteristics of Insurance  
Types of Insurance-Essentials of Insurance Contracts. Indian Insurance Industry -Historical  
Framework of Insurance, IRDA- Duties and powers  
**Mutual Funds-** Meaning, Structure, Functions, Participants, Types of Funds, Types of Schemes,  
Factors contributing for the growth of mutual funds in India, Marketing of mutual funds.

**TEACHING LEARNING PROCESS : Chalk and Talk, Power point presentation, Case Study,  
Videos**

### COURSE OUTCOMES:

Sl. No.	Description	Blooms Level
CO1	The Student will be acquainted to various Banking and its services in India.	L1
CO2	The Student will understand the activities of Merchant Banking and credit Rating.	L3
CO3	The Student will be equipped to understand various other Financial services in India	L2
CO4	The Student will understand how to evaluate and compare leasing & hire Purchase.	L4&L5

### TEXT BOOKS

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

### EBOOKS/ONLINE RESOURCES

IRBI, NSE India, BSE India, Investing.com, Moneycontrol.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.**

### SCHEME FOR EXAMINATIONS

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

### Mapping of CO's with PO's & PSO's

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3			3		3		3	
CO2	3			2			3		1
CO3	3				3	2		2	2
CO4	3	3		3			3		
<b>Strength of correlation: Low-1, Medium- 2, High-3</b>									

**Dr. Ambedkar Institute of Technology, Bengaluru-56**  
**Department of MBA**  
**Scheme and Syllabus – CBCS- 2024 Onwards**

**Finance Elective**

Course Title	<b>Investment Management</b>						
Course Code	<b>MBAT312</b>						
Category	<b>Professional Elective Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>	<b>Total Max. marks=100</b>			<b>Duration of SEE: 03 Hours</b>		

**COURSE OBJECTIVES:**

- To acquaint students with fundamental concepts of capital market and its instruments.
- To enable the students to assess risk and return of securities and compute the value of securities.
- To provide knowledge of the theories and practices of modern portfolio and evaluate the investment decision.

<b>UNIT I</b>	<b>08 hours</b>
<b>Introduction to Investment:</b> Investment Avenues, Attributes, Investor versus 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 and its computation. (Theory and problems on Index computation)	
<b>UNIT II</b>	<b>08 hours</b>
<b>Return and Risk Concepts:</b> 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).	
<b>UNIT III</b>	<b>08 hours</b>
<b>Valuation of Securities:</b> 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).	

<b>UNIT IV</b>	<b>08 hours</b>
<b>Macro-Economic and Industry Analysis:</b> Fundamental analysis-EIC Frame Work. <b>Technical Analysis:</b> Concept, Theories- Dow Theory, Eliot wave theory. Charts-Types, Trend and Trend Reversal Patterns. Mathematical Indicators – Moving averages, ROC, RSI, and Market Indicators. (Theory only)	
<b>Market Efficiency and Behavioral Finance:</b> (Theory only) Biases, Random Walk and Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency.	
<b>UNIT V</b>	<b>08 hours</b>
<b>Modern Portfolio Theory:</b> Markowitz Model -Portfolio Selection, Opportunity set, Efficient Frontier. Capital Asset pricing model: Basic Assumptions, CAPM Equation, Security Market line and Capital market line.	
<b>Portfolio Management:</b> Portfolio Management Strategies: Types, Portfolio Revision: Portfolio Revision Strategies – Objectives, Performance plans (Theory only). Portfolio Evaluation- Mutual Funds: Concept of Mutual Funds, Participants in Mutual Funds, Advantages of Investment in Mutual Fund, Measure of Mutual Fund Performance (Problems).	
<b>TEACHING LEARNING PROCESS: Chalk and Talk, power point presentation, videos</b>	

### COURSE OUTCOMES:

Sl. No.	Description	Blooms Level
CO1	Understand the functioning of capital market and various instruments for investment.	L2
CO2	Estimate and assess the risk, return and value of securities using various parameters.	L6
CO3	Learn the theories and tools of portfolio management.	L4
CO4	Evaluate the investments and measure the performance of the portfolio.	L5

### TEXT BOOKS:

1. Investment Analysis and Portfolio management, Prasanna Chandra, Tata McGraw Hill, 6/e, 2021.
2. Security Analysis & Portfolio Management, S Kevin, 2/e, PHI
3. Security Analysis & Portfolio Management, Punithavathy Pandian, Vikas Publications, 2/e, 2018.
4. Security Analysis & Portfolio Management – Fisher and Jordan, 7/e Pearson, 2018.
5. Investment management (Security Analysis and & Portfolio Management), Bhalla V.K., Vikas Publications, 19/e, 2018.

### BOOKS/ ONLINE 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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## SCHEME FOR EXAMINATIONS

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.
- Ratio of theory and problems is 60: 40.

## MAPPING of COs with POs with PSOs

Sl. No	PO1	PO2		PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3						3			
CO2	3	3					2	3	2	
CO3	3	3			1	2	2	3	2	
CO4	3	3		2		2	2	3		3
<b>Strength of correlation: Low-1, Medium- 2, High-3</b>										

**Dr. Ambedkar Institute of Technology, Bengaluru-56**  
**Department of MBA**  
**Scheme and Syllabus - CBCS - 2024 Onwards**

### Finance Elective

Course Title	<b>Strategic Financial Management</b>						
Course Code	<b>MBAT313</b>						
Category	<b>Professional Elective Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>	<b>Total Max. marks=100</b>			<b>Duration of SEE: 03 Hours</b>		

### COURSE OBJECTIVES:

- To familiarize the importance of strategic financial goals and strategy for achieving the goals of an organization.
- To make the student proficient in preparation of cash budgets.
- To comprehend the student, the importance of credit granting decision in the firm.
- To provide knowledge on capital structure decisions.
- To familiarize the students with the importance of divided decisions in firms

### UNIT I

**08 hours**

**Strategic Financing Goals** - Definition of Strategic financial management, Characteristics, Scope, Financial goals and strategy – Profit and Wealth Maximization, Approaches for measuring shareholder value – Marakon approach, Alcar Approach, McKinsey approach, Stern Stewart approach. Concept of EVA and MVA

<b>UNIT II</b>	<b>08 hours</b>
<b>Cash Management</b> – Definition, Forecasting cash flows – Cash budgets (Problems), long-term cash forecasting, Cash collections and Disbursement, optimal cash balance – Cash Management Model, Strategies for managing surplus fund.	
<b>UNIT III</b>	<b>08 hours</b>
<b>Receivables Management</b> – Definition, Terms of Payment, Credit Policy Variables (Problems), Credit evaluation, Types, Control of accounts receivables	
<b>UNIT IV</b>	<b>08 hours</b>
<b>Capital structure decisions</b> – Definition, capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, Tradeoff Theory, Signaling Theory. Arbitrage process in capital structure, Guidelines for capital structure Planning, Capital structure policy.	
<b>UNIT V</b>	<b>08 hours</b>
<b>Dividend policy</b> – Definition, Theories of dividend policy: relevance and irrelevance dividend decision. Walter’s & Gordon’s model (Problems), Modigliani & Miller approach (Problems). Dividend policies – stable dividend, stable payout and growth. Legal and procedural aspects of dividends.	
<b>TEACHING LEARNING PROCESS: Chalk and Talk, power point presentation, videos</b>	

#### **COURSE OUTCOMES:**

<b>Sl. No.</b>	<b>Description</b>	<b>Blooms Level</b>
CO1	Student will be able to devise the strategic goals of an organization and demonstrate different approaches to create shareholders value.	L2
CO2	Students will be able to apply the procedure to manage the cash and derive the budgets.	L3
CO3	Students will be able to evaluate the decisions pertaining to various liquidity management dimensions.	L4
CO4	Students will be able to apply the theories and make effective decisions in the perspective of long- term funding decisions.	L5

#### **TEXT BOOKS:**

1. Financial Management - Prasanna Chandra, 8/e, TMH, 2011.
2. Financial Management - M.Y. Khan & P.K. Jain, 6/e, TMH, 2011.
3. Financial Management - I.M. Pandey, 10/e, Vikas, 2011.
4. Corporate Valuation and Value Creation – Prasanna Chandra, McGraw Hill Education, 2015

#### **SCHEME FOR EXAMINATIONS:**

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

#### **BOOKS/ ONLINE RESOURCES:**

- <https://www.pdfdrive.com/advance-financial-management-e33606254.html>

- <https://www.smartzworld.com/notes/advanced-financial-management-notespdf-afm/3>.
- [https://www.academia.edu/33769964/Advanced\\_Financial\\_Management\\_Class\\_Notes](https://www.academia.edu/33769964/Advanced_Financial_Management_Class_Notes)
- [https://www.youtube.com/watch?v=CCQwz\\_Gwo6o](https://www.youtube.com/watch?v=CCQwz_Gwo6o)
- <http://www.vertex42.com/Calculators/debt-reduction-calculator.html>

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

**MAPPING of COs with POs with PSOs:**

Sl. No	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3	3		3		3			2
CO2		3					2	3	2
CO3	2	3	2				2	3	1
CO4	3	1		3			3		3

Strength of correlation: Low-1, Medium- 2, High-3

**Dr. Ambedkar Institute of Technology, Bengaluru-56  
Department of MBA  
Scheme and Syllabus - CBCS- 2024 Onwards**

**Finance Elective**

Course Title	<b>Cost Management</b>						
Course Code	<b>MBAT314</b>						
Category	<b>Professional Elective Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>	<b>Total Max. marks=100</b>			<b>Duration of SEE: 03 Hours</b>		

**COURSE OBJECTIVES:**

- To acquaint students with the principles of Cost Management & application of cost concepts.
- To enable the students to learn the application of tools for cost control in the company.
- To expose the students to the practical techniques of evaluating the cost performance of the company.

**UNIT I**

**08 hours**

**Cost Management:** Meaning, cost accounting versus cost management, sources for cost information, Cost units and cost drivers. Classification of costs – Problems on Cost sheet- allocation and absorption of factory overheads.

<b>UNIT II</b>	<b>08 hours</b>
<b>Marginal Costing:</b> Marginal Costing versus Absorption Costing, Cost-Volume- Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and application of the CVP model for various types of decision-making.	
<b>UNIT III</b>	<b>08 hours</b>
<b>Budgetary Control:</b> Objectives of Budgetary control, Functional Budgets and Master Budgets (Theory only) and Flexible Budgets (Problems). <b>Standard Costing:</b> Comparison with Budgetary control, Need for setting standards – variance analysis, Simple Problems on Material only.	
<b>UNIT IV</b>	<b>08 hours</b>
<b>Cost Audit:</b> Objectives, Advantages, Areas and Scope of Cost Audit, Standards of Cost Audit in India. <b>Reporting to Management</b> – Purpose of reporting- Users of Segment reporting, Cost Reduction and Cost Control.	
<b>UNIT V</b>	<b>08 hours</b>
<b>Key concepts &amp; Instruments:</b> Activity Based Costing; traditional product costing systems - problems with cost allocation- activity based costing. Target Costing; Life Cycle Costing; Bench Marking; Value Chain Analysis, Balanced Scorecard as a performance measure- Features- Purpose, Reasons for use of balanced scorecard.	
<b>TEACHING LEARNING PROCESS: Chalk and Talk, power point presentation, videos</b>	

#### COURSE OUTCOMES:

Sl. No.	Description	Blooms Level
CO1	Build capability of identifying the strategic cost factors, applying the cost concepts & learning the distribution of overheads.	L2
CO2	Apply the cost & Management control systems in performing the activity in the organization.	L3
CO3	Estimate the cost management tools for decision making	L4
CO4	Demonstrate the skill of applying the modern Cost Management Techniques for decision making activity of the concern.	L5

#### TEXT BOOKS:

1. A Text book of Cost and Management Accounting – Arora M. N,12/e, Vikas.
2. Cost Accounting- Jawaharlal, & Seema Srivastava, 5/e, TMH.
3. Cost Accounting – Khan M. Y and Jain P. K, TMH.3/e
4. Principles and Practice of Cost Accounting - Bhattacharyya, 3/e, PHI.
5. Cost and Management Accounting- Arora M. N, 3rd enlarged and Rev. ed., HPH.

#### E- BOOKS/ ONLINE RESOURCES:

- [NPTEL :: Management - NOC:Cost Accounting](#)
- [https://www.icsi.edu/media/webmodules/publications/FULL\\_BOOK\\_PP-CMA-2017-JULY\\_4.pdf](https://www.icsi.edu/media/webmodules/publications/FULL_BOOK_PP-CMA-2017-JULY_4.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.**

### **SCHEME FOR EXAMINATIONS**

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

### **Mapping of COs with POs with PSOs:**

<b>Sl. No</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>3</b>		<b>3</b>			<b>1</b>
<b>CO2</b>	<b>3</b>	<b>3</b>					<b>3</b>	<b>3</b>	<b>1</b>
<b>CO3</b>	<b>3</b>	<b>3</b>					<b>3</b>	<b>3</b>	<b>1</b>
<b>CO4</b>	<b>3</b>	<b>2</b>		<b>3</b>			<b>3</b>		<b>3</b>
<b>Strength of correlation: Low-1, Medium- 2, High-3</b>									

**Dr. Ambedkar Institute of Technology, Bengaluru-56**

**Department of MBA**

**Scheme and Syllabus – CBCS - 2024 Onwards**

**Human Resource Elective**

Course Title	<b>Industrial Relations and Legislations</b>						
Course Code	<b>MBAT315</b>						
Category	<b>Professional Elective Courses</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>		<b>Total Max. marks=100</b>			<b>Duration of SEE: 03 Hours</b>	

**COURSE OBJECTIVES:**

- To describe and identify the application of Labour Laws, relevance and importance of Labour Laws regulating Industrial Relations in Organization□
- To enable the students to gain the knowledge on Grievance, negotiation, and handling indiscipline in real time and prevention of women harassment at workplace.□
- To make students aware about the important provisions of employment related Acts such as Factories Act, PF Act, Gratuity Act, Maternity Benefit Act, ESI Act, Bonus Act and wage act and stimulate thinking on rationale behind the laws and their enforcement.□

<b>UNIT I</b> <b>Background of Industrial Relations</b> – Definition, The birth of a Trade Union, scope, objectives, Types, Characteristics, Importance, The Participants of Industrial Relation Activities, Approaches of Industrial Relations, Model of Industrial relations, Recent Trends in Industrial Relations. <b>Evolution of Labour Legislation in India</b> - History of Labour Legislation in India, Constitutional Provisions for the Protection of Labor Workforce in India. Case Study Discussion	<b>8 hours</b>
<b>UNIT II</b> <b>Collective Bargaining in India:</b> Definition, importance, functions of collective bargaining, collective bargaining process. <b>Grievance:</b> Meaning, Need for a Grievance Redressal procedure, model of grievance redressal procedure. <b>Negotiations-</b> Types of Negotiations, negotiation process, essential skills for negotiation. Case Study Discussion	<b>8 hours</b>
<b>UNIT III</b> <b>Discipline Management</b> - Meaning and significance of employee discipline, Workers’ Discipline Management, Causes of Indiscipline. <b>Disciplinary procedures:</b> Misconduct, suspension, show-cause notice, investigation, enquiry and charge sheet. <b>Prevention of Sexual harassment at workplace:</b> Meaning and significance, POSH 2013 Amendments, Supreme Court verdict in Vishaka Versus State of Rajasthan case, employer responsibility to create harassment free work place, training employees for good behavior, Punishing the perpetrator and protecting the Victim. Case Study Discussion	<b>8 hours</b>

<b>UNIT IV</b>	<b>8 hours</b>
<b>Industrial Legislations- I</b>	
An overview of the following labor enactments covering the definitions, applicability, provisions, registers and returns; penalties.	
<ul style="list-style-type: none"> <li>• Factories Act 1948</li> <li>• The Maternity Benefit Act 1961</li> <li>• Employees’ State Insurance (ESI) Act, 1948</li> <li>• Employee Compensation Act 1923</li> </ul>	

<b>UNIT V</b>	<b>8 hours</b>
<b>Industrial Legislations- II</b>	
An overview of the following labor enactments covering the definitions, applicability, provisions, registers and returns; penalties.	
<ul style="list-style-type: none"> <li>• Employees’ Provident Fund and Miscellaneous Provisions Act 1952</li> <li>• Payment of Gratuity Act 1972</li> <li>• Payment of Bonus Act, 1965</li> </ul>	

**TEACHING LEARNING PROCESS: Chalk and Talk, PPT, Case studies Videos**

**COURSE OUTCOMES:**

Sl. No.	Description	Blooms Level
CO1	Gain fundamental knowledge and exposure related to industrial legislations in India across various sectors.	L2
CO2	Apply the IR concepts and Labour Laws in solving various issues in industries.	L3
CO3	Analyse employee grievance and handle indiscipline in real time and prevent women harassment at workplace.	L4
CO4	Adapt the Industrial Legislations practices ethically and professionally in various industries in India.	L3

**TEXT BOOKS**

1. Industrial Relations, Trade Unions, and Labour Legislation, P.R.N. Sinha, Indu Bala Sinha, Seema Priyadarshini Shekar, 3<sup>rd</sup> Edition, Pearson, 2017
2. Industrial relation, S. Venkata Ratam and Manoranjan Dhal, Oxford Publication, 2017 (2nd edition).
3. Essentials of HRM and Industrial Relation, Rao, P Subba, Himalaya Publishing House, 5th edition, 2013.

**E-BOOKS / ONLINE RESOURCES:**

- <https://www.icsi.edu/media/webmodules/publications/7.%20Industrial,%20Labour%20and%20General%20Laws.pdf>
- <https://hbsp.harvard.edu/product/W14532-PDF-ENG>
- [http://117.240.231.117:8081/jspui/bitstream/123456789/468/1/Industrial%20Relations\\_%20Theory%20and%20Practice.pdf](http://117.240.231.117:8081/jspui/bitstream/123456789/468/1/Industrial%20Relations_%20Theory%20and%20Practice.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.**

**SCHEME FOR EXAMINATIONS**

1. There will be 10 question with 2 full questions from each unit.
2. Each full question consists of 20 marks.
3. The students will have to answer five full questions, selecting ONE from each unit.

**MAPPING of COs with POs**

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3		2			3			
CO2		3					3		
CO3				3					3
CO4				3	3			3	
<b>Strength of Correlation: Low-1, Moderate-2, High-3</b>									

**Dr Ambedkar Institute of Technology, Bengaluru-56**  
**Department of MBA**  
**Scheme and Syllabus – CBCS - 2024 Onwards**

**Human Resource Elective**

Course Title	<b>Recruitment and Selection</b>						
Course Code	<b>MBAT316</b>						
Category	<b>Professional Elective Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03		
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>	<b>Total Max. marks=100</b>			<b>Duration of SEE: 03 Hours</b>		

**COURSE OBJECTIVES:**

- To recite the theories and various steps involved in Recruitment and Selection and to describe the relevance importance of Recruitment and Selection in the Organization
- To apply and solve the workplace problems through Recruitment and Selection intervention
- To compare and contrast different approaches of Recruitment and Selection framework for solving the complex issues and problems

**UNIT I** **8 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, Strategic Job Redesign and Its Benefits; Strategic Issues in Recruitment; Recruitment Metrics; Factors Affecting Recruitment; Recruitment Strategy: An Internal Approach; Recruitment Strategy: An External Approach; Legal and Ethical Considerations; Organizational Best Practices.

**UNIT II** **8 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 Behavioural Specification; Employer branding; Social Media; Job Design.

<b>UNIT III</b>	<b>8 hours</b>
<b>Job Evaluation:</b> The Job Evaluation Process; Obtain Job KSAOs, Qualifications, Working Conditions, and Essential Duties; Evaluation Methods; Determine Overall Job Value; Hay Group—Pioneer in Job Evaluation; Job Evaluation Specimen Sheet, Determining Compensation using Job Evaluation Data; Legal and Ethical Considerations for Job Evaluation; Online Salary Survey.	
<b>UNIT IV</b>	<b>7 hours</b>
<b>Selection and Interview Strategy:</b> Interview Process; Millennials shaping the Recruitment landscape in the organizations; Strategies for recruiting and selecting Generation Y into the workforce, Interviewing Techniques; Legal and Ethical Considerations in the Interview Process; The overall Behavioral Event Interviewing Process; Assessment Centre's; Simulations.	
<b>UNIT V</b>	<b>9 hours</b>
<b>Testing and Assessment:</b> Selection Tests: Test related to Assessment of Knowledge, Skills, and Abilities; Personality Assessment: MBTI®, FIRO-B. Various Non-Interviewing Methods: Graphology; Skills Assessment; Games and Group Activity for Leadership Assessment; <b>Making the Hire; Assessment of Candidate and Job Fit:</b> Biodata and Application Forms; Implications of Using Social Media Content in Hiring Decisions; Background Checks; Reference Checks; Pre-employment Testing; Making a Job Offer; Transitioning from Job Candidate to Employee; Induction; Placement.	

**TEACHING LEARNING PROCESS: Chalk and Talk, power point presentation, videos, Case Study**

#### **COURSE OUTCOMES:**

<b>SI No</b>	<b>Description</b>	<b>Blooms level</b>
CO1	Gain the practical insight of various principles and practices of recruitment and selection.	L1/L2
CO2	Acquire knowledge of latest conceptual framework used in recruitment and selection process and procedure applied in various industries.	L2
CO3	Illustrate the application of recruitment and determine an effective selection process that helps in strategic hiring decisions.	L4
CO4	Determine a greater understanding about strategies for workforce planning and assessment, analyse the hiring management system followed in various industries.	L4

#### **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.
3. Human Resource Management, R. C. Sharma, Sage Publication, 2019.
4. Human Resource Management, Amitabha Sengupta, Sage Publication, 2018.

#### **EBOOKS/ONLINE RESOURCES**

- <https://www.pdfdrive.com/employee-recruitment-selection-and-assessment-e47851497.html>
- <https://www.youtube.com/watch?v=NcGtVXmcfTQ>

- <https://www.youtube.com/watch?v=Z3lOca6YVSc>
- <https://www.youtube.com/watch?v=leabqeaBTbY>

**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.**

### **SCHEME FOR EXAMINATIONS**

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

### **MAPPING of COs with POs and PSOs**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CO2</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>-</b>
<b>CO3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>-</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>-</b>	<b>2</b>
<b>CO4</b>	<b>-</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>2</b>	<b>-</b>
<b>Strength of correlation: Low-1, Medium- 2, High-3</b>									

**Dr Ambedkar Institute of Technology, Bengaluru-56**  
**Department of MBA**  
**Scheme and Syllabus – CBCS 2024 Onwards**

**Human Resource Elective**

Course Title	<b>Compensation and Reward Management</b>						
Course Code	<b>MBAT317</b>						
Category	<b>Professional Elective Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>	<b>Total Max. marks=100</b>			<b>Duration of SEE: 03 Hours</b>		

**COURSE OBJECTIVES:**

- To enable students to understand different models of Compensation Management adopted in the Organization
- To help students to apply and solve the workplace problems through application of Compensation Management and reward system.
- The student will be able to formulate and prepare Compensation Management to be adopted in the Organization.

<b>Unit I</b>	<b>8 Hours</b>
<b>Compensation Management</b>	
Introduction, Compensation Management: Definition, Total Compensation/Reward and Its Components across globe, Types, Importance of the Total Compensation Approach, Base of Compensation Management, Components/Function of Compensation Management/W&S Admin, Compensation and Legal Issues in Compensation Management, Factors Affecting Employee Compensation/Wage Rates/Wage Structure/Levels of Pay across globe, 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.	
<b>Unit II</b>	<b>8 Hours</b>
<b>Divergent Systems for Wage Determination</b>	
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, 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.	

<b>Unit III</b>	<b>8 Hours</b>
<b>Contingent Pay, Pay for Performance, Competence:</b>	
Competency-Based Pay, Skill-Based Pay, Team-Based Rewards, Gainsharing, ProfitSharing 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 ; Impact & Administration; Evaluation.	
<b>Unit IV</b>	<b>8 Hours</b>
<b>Administering and Controlling Salary Costs and Salary Review:</b> 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.	
<b>Unit V</b>	<b>8 Hours</b>
<b>Designing and Operating Non-financial Benefits:</b> Introduction, Role of Non-financial Benefits/Rewards on Employee Motivation, Types of Non-financial Benefits/Rewards, Planning the Non- financial Benefits/Rewards, A Few Most Effective Non-financial Benefits/Rewards to Motivate Employees, Heineken’s Refreshing Approach to Reward, Nonfinancial Metrics Intellectual Capital Assessment and Market Implications of Human Capital, Recognition, Praise, Learning and Development, Achievement, Value Addition in Personality Others.	

**TEACHING LEARNING PROCESS: Chalk and Talk, power point presentation, videos, Case Study**

**COURSE OUTCOMES:**

Sl. No.	Description	Blooms Level
CO1	Demonstrate the theoretical and practical aspects in the area of compensation and benefits, intrinsic & extrinsic reward system across country & global perspective.	L1/L2
CO2	Determine the performance-based compensation system for business excellence and analyze various cases of wage determination practices followed in various sectors in India and strategies to solve issues.	L4
CO3	Identify effective compensation management system to attract, motivate and retain high quality workforce and implementing it as a social responsible manager at their work place.	L3
CO4	Evaluate the Legal & Administrative Issues in compensation to prepare compensation plan, CTC, wage survey and calculate various bonus.	L5

## TEXT BOOKS

1. Compensation Management: R. C. Sharma, Sulabh Sharma Sage Publication India Pvt. Ltd Edition 2019
2. Human Resource Information Systems: Basics, Applications, and Future Directions: Michael J. Kavanagh, Mohan Thite, Richard D. Johnson, Sage Publication India Pvt.Ltd , 3/e, 2015
3. Competency-Based Human Resource Management: Anindya Basu Roy, Sumati Raym, Sage Publication India Pvt. Ltd, 2019.

## EBOOKS/ONLINE RESOURCES

- <https://www.pdfdrive.com/compensation-management-e38273087.html>
- <https://www.pdfdrive.com/the-compensation-handbook-a-state-of-the-art-guide-to-compensation-strategyand-design-e158169194.html>
- <https://www.youtube.com/watch?v=yml9dx9nUco>
- <https://www.youtube.com/watch?v=ax7suq7w4cm>
- <https://www.youtube.com/watch?v=g4AGhGehhsc>
- [https://www.researchgate.net/publication/325959515\\_impact\\_of\\_compensation\\_and\\_benefits\\_on\\_job\\_satisfaction](https://www.researchgate.net/publication/325959515_impact_of_compensation_and_benefits_on_job_satisfaction)

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## SCHEME FOR EXAMINATIONS

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit. **MAPPING of COs with POs and PSOs**

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3	-	3	3	-	3	-	-	3
CO2	2	3	-	2	-	3	3	-	-
CO3	-	-	3	-	3	-	3	3	2
CO4	-	3	-	3	-	-	-	-	-
<b>Strength of correlation: Low-1, Medium- 2, High-3</b>									

**Dr. Ambedkar Institute of Technology, Bengaluru-56**

**Department of MBA**

**Scheme and Syllabus - CBCS – 2024 onwards**

**Human Resource Elective**

Course Title	<b>Strategic Talent Management</b>								
Course Code	<b>MBAT318</b>								
Category	<b>Professional Elective Courses</b>								
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits		
	L	T	P	SS	Total				

	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>		<b>Total Max. marks=100</b>		<b>Duration of SEE: 03 Hours</b>		

### COURSE OBJECTIVES:

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

<b>UNIT I</b>	<b>8 hours</b>
<b>Basics of Talent Management:</b> Talent- engine of new economy, difference between talents and knowledge workers, the talent value chain, 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.	
<b>UNIT II</b>	<b>8 hours</b>
<b>Talent Planning:</b> Concept, succession management process, integrating succession planning and career planning, designing succession planning program, talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management, CEO Succession planning. <b>Developing and Retaining Talent</b> – Potential identification and development, training and development with talent management, employee retention- motivation and engagement, age of analytics, developing talent management information system. Case Study Discussion	
<b>UNIT III</b>	<b>8 hours</b>
<b>Competency mapping:</b> 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. Case study Discussion	
<b>UNIT IV</b>	<b>8 hours</b>
<b>Methodology of competency mapping:</b> competency model development, competency models, people capability maturity model, developing competency framework, competency mapping tools, use of psychological testing in competency mapping, competency-based interviewing. Case Study Discussion	
<b>UNIT V</b>	<b>8 hours</b>
<b>Measuring Performance, Assessment and Development Centre:</b> Performance assessment, diagnosing reasons for performance problems, designing an effective performance management system, sources of errors in performance measurement. <b>Assessment and Development Centre:</b> 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. Case Study Discussion	

**TEACHING LEARNING PROCESS: Chalk and Talk, PPT, Case studies Videos**

### COURSE OUTCOMES:

Sl. No.	Description	Blooms Level
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CO1	Acquire knowledge and exhibit to an acquisition and retention of talents for competitive advantage of the organization.	L2
CO2	Apply succession planning program, develop and retain best talents in the industry.	L3
CO3	Analyze the competency, ethically measure the performance relate to career development and organizational goals.	L4
CO4	Adapt methodology of competency mapping, Evaluate the expertise, design of assessment centre and selection of talent.	L4

### 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.
3. Competence at work – Lyle M. Spencer, Signe M. Spencer. John Wiley, 1993.

### BOOKS / ONLINE RESOURCES:

- [https://cdn.oujdalibrary.com/books/436/436-the-talent-management-handbookcreating-organizational-excellence-by-identifying-developing-and-promoting-yourbest-people-\(www.tawcer.com\).pdf](https://cdn.oujdalibrary.com/books/436/436-the-talent-management-handbookcreating-organizational-excellence-by-identifying-developing-and-promoting-yourbest-people-(www.tawcer.com).pdf)
- [https://www.researchgate.net/publication/228672156 Strategic Talent Management A review and research agenda](https://www.researchgate.net/publication/228672156_Strategic_Talent_Management_A_review_and_research_agenda)
- [https://www.tutorialspoint.com/talent\\_management/talent\\_management\\_tutorial.pdf](https://www.tutorialspoint.com/talent_management/talent_management_tutorial.pdf)

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### SCHEME FOR EXAMINATIONS

1. There will be 10 question with 2 full questions from each unit.
2. Each full question consists of 20 marks.
3. The students will have to answer five full questions, selecting ONE from each unit. **MAPPING of COs with POs**

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3		2		2	3			
CO2	3		3	3			3		
CO3		3		2				3	
CO4		2	3		3				3
<b>Strength of Correlation: Low-1, Moderate-2, High-3</b>									

**Dr. Ambedkar Institute of Technology, Bengaluru-56**  
**Department of Master of Business Administration**  
**Scheme and Syllabus - CBCS - 2024 Onwards Business**  
**Analytics Elective**

Course Title	<b>Python, Data and Control Systems</b>						
Course Code	<b>MBAT319</b>						
Category	<b>Professional Elective Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>		<b>Total Max. marks=100</b>			<b>Duration of SEE: 03 Hours</b>	

**COURSE OBJECTIVES:**

- To understand python programming
- To develop Python programs with conditionals and loops.
- To define Python functions and call them.
- To use Python data structures – lists, tuples, dictionaries and do with input / output with files in Python.

<b>UNIT I</b>	<b>8 hours</b>
<b>Introduction to Python Program:</b> Syntax, Semantics, Commands, Technical Configuration, Creativity and motivation, Computer hardware architecture, understanding programming, word and sentence, Conversing with Python, Terminology, Debugging, Interpreter, Compiler	
<b>UNIT II</b>	<b>8 hours</b>
<b>Variables, Expressions and Statements:</b> Python installation data types: Int, float, Boolean, string, and list; variables, expressions, statements, precedence of operators, comments; modules, function and its use, parameters and arguments.	
<b>UNIT III</b>	<b>8 hours</b>
<b>Control Flow, Loops and Conditionals:</b> Boolean values and Arithmetic operators, conditional (if), alternative (if- else), chained conditional (if-elif-else); Iteration: while, for, break, continue.	
<b>UNIT IV</b>	<b>8 hours</b>
<b>Functions, Arrays, Strings and Fruitful functions:</b> return values, parameters, local and global scope, function composition, recursion; Strings: string slices, immutability, string functions and methods, string module; Python arrays, Access the Elements of an Array, array methods.	

**UNIT V****8 hours**

**Tuples, Files, Exception, Modules, Packages:** Tuples: tuple assignment, tuple as return value, tuple comprehension; Text files, reading and writing files, command line arguments, errors and exceptions, handling exceptions, modules (date time, time, OS, calendar, math module), Explore packages.

## COURSE OUTCOMES:

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

Sl. No.	Description	Blooms Level
CO1	Understand the concepts of python programming	L1
CO2	Structure a simple Python programs for solving problems.	L2
CO3	Apply the knowledge to decompose a Python program into Functions and in real situation to make decision ethically.	L3
CO4	Analyze and Represent compound data using tuples, Read and write data form/to files in Python Program	L4

## TEXT BOOKS

1. "Think Python: How to Think like a Computer Scientist", Allen B. Downey, 2nd edition.
2. Updated for Python 3, Shroff/O'Reilly Publishers, 2016.
3. Python Programming: A Modern Approach, Vamsi Kurama, Pearson.
5. Core Python Programming, W.Chun, Pearson.
6. Introduction to Python, Kenneth A. Lambert, Cengage
7. Learning Python, Mark Lutz, Orielly

## BOOKS / ONLINE RESOURCES

- [www.Programiz](http://www.Programiz.com).
- [www.CodeCademy](http://www.CodeCademy.com)
- [www.FreeCodeCamp](http://www.FreeCodeCamp.com)

**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.**

## SCHEME FOR EXAMINATIONS

1. There will be 10 question with 2 full questions from each unit.
2. Each full question consists of 20 marks.
3. The students will have to answer five full questions, selecting ONE from each unit.

## MAPPING of COs with POs

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

CO4		3			3			3	
<b>Strength of correlation: Low-1, Medium- 2, High-3</b>									

### COURSE OUTCOMES:

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

Sl. No.	Description	Blooms Level
CO1	Understand the concepts of python programming	L1
CO2	Structure a simple Python programs for solving problems.	L2
CO3	Apply the knowledge to decompose a Python program into Functions and in real situation to make decision ethically.	L3
CO4	Analyze and Represent compound data using tuples, Read and write data form/to files in Python Program	L4

### TEXT BOOKS

1. "Think Python: How to Think like a Computer Scientist", Allen B. Downey, 2nd edition.
2. Updated for Python 3, Shroff/O'Reilly Publishers, 2016.
3. Python Programming: A Modern Approach, Vamsi Kurama, Pearson.
5. Core Python Programming, W.Chun, Pearson.
6. Introduction to Python, Kenneth A. Lambert, Cengage
7. Learning Python, Mark Lutz, Orielly

### BOOKS / ONLINE RESOURCES

- [www.Programiz](http://www.Programiz.com).
- [www.CodeCademy](http://www.CodeCademy.com)
- [www.FreeCodeCamp](http://www.FreeCodeCamp.com)

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### SCHEME FOR EXAMINATIONS

1. There will be 10 question with 2 full questions from each unit.
2. Each full question consists of 20 marks.
3. The students will have to answer five full questions, selecting ONE from each unit.

### MAPPING of COs with POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
--	-----	-----	-----	-----	-----	------	------	------	------

<b>CO1</b>	3				3	3			
<b>CO2</b>		3					3		
<b>CO3</b>			3	3					3
<b>CO4</b>		3			3			3	
<b>Strength of correlation: Low-1, Medium- 2, High-3</b>									

**Dr. Ambedkar Institute of Technology, Bengaluru-56**  
**Department of MBA**  
**Scheme and Syllabus - CBCS 2024 Onwards- 2024 Onwards Business**  
**Analytics Elective**

Course Title	<b>Data Visualization</b>						
Course Code	<b>MBAT320</b>						
Category	<b>Professional Elective Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>	<b>Total Max. marks=100</b>			<b>Duration of SEE: 03 Hours</b>		

**COURSE OBJECTIVES:**

- To make the students understand the key techniques and theory behind data visualization.
- To effectively use the various visualization structures (like tables, spatial data, tree and network etc.)
- To evaluate information visualization systems and other forms of visual presentation for their effectiveness.
- To make the student proficient in designing and building data visualization systems.

<b>UNIT I</b>	<b>06 hours</b>
<b>Introduction to Data Visualizations and Perception:</b> Value of Visualization – What is Visualization and Why do it: External representation – Interactivity – Difficulty in Validation. Data Abstraction: Dataset types – Attribute types – Semantics.	
<b>UNIT II</b>	<b>08 hours</b>
<b>Visual Representations:</b> 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.	
<b>UNIT III</b>	<b>08 hours</b>
<b>Classification of Visualization Systems:</b> 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.	
<b>UNIT IV</b>	<b>08 hours</b>
<b>Visualization of Groups:</b> 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.	
<b>UNIT V</b>	<b>10 hours</b>
<b>Visualization of Volumetric Data and Evaluation of Visualizations:</b> Visualization of volumetric data, vector fields, processes and simulations, Visualization of maps, business maps, GIS systems, collaborative visualizations. 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.	
<b>TEACHING LEARNING PROCESS: Chalk and Talk, power point presentation, videos</b>	

**COURSE OUTCOMES:**

Sl. No.	Description	Blooms Level
CO1	Understand the key techniques and theory behind data visualization.	L2
CO2	Use effectively the various visualization structures (like tables, spatial data, tree and network etc.)	L3
CO3	Evaluate information visualization systems and other forms of visual presentation for their effectiveness.	L4
CO4	Design and build data visualization systems.	L5

#### TEXT BOOKS:

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

#### E- BOOKS/ ONLINE 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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#### SCHEME FOR EXAMINATIONS

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

#### MAPPING of COs with POs with PSOs

Sl. No	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		3			1		2
Strength of correlation: Low-1, Medium- 2, High-3									

Dr Ambedkar Institute of Technology, Bengaluru-56

Department of MBA

Scheme and Syllabus - CBCS 2024 onwards

Course Title	Business Analytics and Intelligence
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Course Code	<b>MBAT321</b>						
Category	<b>Professional Elective Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>		<b>Total Max. marks=100</b>			<b>Duration of SEE: 03 Hours</b>	

### **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.

<b>UNIT I</b>	<b>8 hours</b>
<b>Introduction to Business Analytics and Intelligence</b>	
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.	
<b>UNIT II</b>	<b>8 hours</b>
<b>Descriptive Analytics</b>	
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).	
<b>UNIT III</b>	<b>8 hours</b>
<b>Prescriptive Analytics</b>	
Optimization and simulation techniques. Decision trees and scenario analysis. Tools for prescriptive analytics (Excel Solver, optimization software). Predictive Analytics: Introduction to predictive modelling. Regression analysis (linear and logistic regression). Time series analysis. Machine learning basics (classification, clustering).	
<b>UNIT IV</b>	<b>8 hours</b>
<b>Business Intelligence</b>	
Key components of Business Intelligence systems. Data warehousing and ETL processes. BI tools and platforms (SAP BI, Oracle BI, Microsoft Power BI).	
<b>UNIT V</b>	<b>8 hours</b>
<b>Emerging trends in analytics (AI, big data, IoT) key concepts and techniques. future developments in business analytics. Real-time analytics and reporting.</b>	
<b>Case Studies and Real-world Applications:</b> Industry specific case studies. Hands-on projects involving real business data.	
<b>TEACHING LEARNING PROCESS: Chalk and Talk, power point presentation, videos, Case Study</b>	

### **TEXTBOOKS**

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

## TOOLS AND SOFTWARE:

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

## E- BOOKS/ ONLINE RESOURCES

- <https://www.youtube.com/watch?v=wjLLmMxantI>
- [https://www.youtube.com/watch?v=\\_4NOeykig4E](https://www.youtube.com/watch?v=_4NOeykig4E)

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

## SCHEME FOR EXAMINATIONS

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

## COURSE OUTCOMES:

The students will be able to:

Sl. No.	Description	Blooms Level
CO1	Understand the role of business analytics and intelligence in decision making.	L1/L2
CO2	Learn key techniques and tools for analyzing business data.	L3
CO3	Develop skills to interpret and present data insights effectively.	L4
CO4	Apply analytical methods to real-world business scenarios.	L4

## MAPPING of COs with POs and PSOs

	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

Strength of correlation: High – 3; Moderate – 2; Low - 1

**Dr Ambedkar Institute of Technology, Bengaluru-56**

**Department of MBA**

**Scheme and Syllabus - CBCS – 2024 Onwards-2024 Onwards Business Analytics**

Course Title	<b>Big Data Analytics</b>
Course Code	<b>MBAT322</b>
Category	<b>Professional Elective Course</b>

Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>		<b>Total Max. marks=100</b>		<b>Duration of SEE: 03 Hours</b>		

### COURSE OBJECTIVES:

- To understand fundamental concepts about Big Data and Hadoop. □ To analyze the design of Hadoop Distributed Files system.
- To understand and analyze Map Reduce and Hadoop related tools. □ To provide an overview on NOSQL

<b>UNIT I</b>	<b>9 hours</b>
<b>INTRODUCTION TO BIG DATA AND HADOOP:</b> Introduction, Applications, Basic Nomenclature, Analysis Process Model, Analytical Model Requirements, cloud and Big Data –Predictive Analytics, Crowd Sourcing Analytics, Inter- and TransFirewall Analytics. <b>Hadoop Fundamentals</b> Data, Data Storage and Analysis, Grid Computing, Volunteer Computing, A Brief History of Hadoop, Apache Hadoop and the Hadoop Ecosystem.	
<b>UNIT II</b>	<b>8 hours</b>
<b>HDFS (Hadoop Distributed File System):</b> The Design of HDFS, HDFS Concepts, Command Line Interface, Hadoop file system interfaces, Data flow, Data Ingest with Flume and Scoop and Hadoop archives, Hadoop I/O: Compression, Serialization, Avro and File-Based Data structures.	
<b>UNIT III</b>	<b>8 hours</b>
<b>Map Reduce:</b> Anatomy of a Map Reduce Job Run, Failures, Job Scheduling, Shuffle and Sort, Task Execution, Map Reduce Types and Formats, Map Reduce Features.	
<b>UNIT IV</b>	<b>8 hours</b>
<b>Hadoop Pig :</b> Introduction to PIG, Execution Modes of Pig, Comparison of Pig with Databases, Grunt, Pig Latin, User Defined Functions, Data Processing operators. <b>Hadoop Hive:</b> Hive Shell, Hive Services, Hive Metastore, Comparison with Traditional Databases, HiveQL, Tables, Querying Data and User Defined Functions.	
<b>UNIT V</b>	<b>7 hours</b>
<b>NoSQL , Searching and Indexing Big Data:</b> Structured and Unstructured Data, Taxonomy and NoSQL Implementation, Discussion of basic architecture of Hbase, Cassandra and MongoDB Full text Indexing and Searching, Indexing with Lucene, Distributed Searching with Elastic search.	
<b>TEACHING LEARNING PROCESS: Chalk and Talk, power point presentation, animations, videos,</b>	

### COURSE OUTCOMES:

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

Sl. No.	Description	Blooms Level
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CO1	Understand the concept of Big Dta,Hadoop and NOSQL	L2
CO2	Apply the knowledge of Hadoop and Hadoop Eco-System in big data analysis	L3
CO3	Analyse the big data that helps in decisions making and apply Machine	L4
CO4	Develop Big Data Solutions using Hadoop Eco System	L5

### TEXT BOOKS

1. Tom White “Hadoop: The Definitive Guide” Third Edit on, O’reily Media, 2012.
2. Seema Acharya, SubhasiniChellappan, "Big Data Analytics" Wiley 2015.
3. Michael Berthold, David J. Hand, "Intelligent Data Analysis”, Springer, 2007.
4. Jay Liebowitz, “Big Data and Business Analytics” Auerbach Publications, CRC press (2013)

### E-BOOKS/ONLINE RESOURCES:

- [https://r.search.yahoo.com/\\_ylt=AwrKC2qQjvdij9UV\\_2.7HAX.;\\_ylu=Y29sbwNzZzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660419857/RO=10/RU=https%3a%2f%2fwww.crayond\\_ata.com%2fdownload-12-free-ebooks-on-big-](https://r.search.yahoo.com/_ylt=AwrKC2qQjvdij9UV_2.7HAX.;_ylu=Y29sbwNzZzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660419857/RO=10/RU=https%3a%2f%2fwww.crayond_ata.com%2fdownload-12-free-ebooks-on-big-)
- <https://www.youtube.com/watch?v=rvJgArru8dI>
- <https://www.coursera.org/courses?query=big%20data>
- <https://www.pdfdrive.com/big-data-books.html>

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

### SCHEME FOR EXAMINATIONS

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit. **MAPPING of COs with POs & PSOs**

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3				2	3			1
CO2	3			1		3	1		
CO3		3					3		1
CO4		3					2	3	
<b>Strength of correlation: Low-1, Medium- 2, High-3</b>									

# IV SEMESTER

**Dr. Ambedkar Institute of Technology, Bengaluru-56**  
**Department of MBA**  
**Scheme and Syllabus - CBCS 2024 Onwards**

Course Title	<b>Logistics And Supply Chain Management</b>						
Course Code	<b>MBAT401</b>						
Category	<b>Professional Core Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	02	00	00	00	02	26	02
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>	<b>Total Max. marks=100</b>			<b>Duration of SEE: 03 Hours</b>		

## COURSE OBJECTIVES:

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

<b>UNIT I</b> <b>hours</b> <b>Introduction to Logistics Management:</b> 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. Logistics Costs, Expected cost of stock outs. Logistical Informational Requirements.	<b>05</b>
<b>UNIT II</b> <b>hours</b> Strategic Logistic plan, operating objectives of logistics planning, Flow of logistics planning, Developing Logistic strategy, Logistics System Design and Administration, Pricing in logistics, Warehousing– scope, primary functions. Types of Warehouses. Logistics and Environment, Methods and tools facilitating International Logistics and its challenges.	<b>05 hours</b>
<b>UNIT III</b> <b>hours</b> 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 framework, key issues in SCM and benefits. Managing uncertainty in Supply Chain, (Bullwhip Effect), Impact of uncertainties, forecasting in Supply Chain, Innovations in Supply Chain. Role of IT in supply chain management, Vendor Managed Inventory, CPFRP, and Customer Service, Integrated Supply Chain and Logistics. Value addition in SCM.	<b>06</b>
<b>UNIT IV</b> <b>hours</b> <b>Introduction to Inventory Concepts:</b> Classification, various costs associated with inventory, Inventory Management Techniques, Need for inventory management, impact of inventory	<b>05</b>

management on business performance. Alternative approach for classification of inventories, business response to stock out, replenishment of inventory, material requirements planning.

**UNIT V**

**05**

**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.

**TEACHING LEARNING PROCESS: Chalk and Talk, power point presentation, videos**

**COURSE OUTCOMES:**

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

**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.
3. Supply chain Logistics Management, Donald J Bowersox, Mc Graw Hill, 4th Edition.

**E-BOOKS/ONLINE RESOURCES:**

- [https://r.search.yahoo.com/\\_ylt=AwrX.GMrk\\_Niq2gI7Te7HAX.;\\_ylu=Y29sbwNzZzMEcG9zAzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660158891/RO=10/RU=https%3a%2f%2fwww.researchgate.net%2fpublication%2f270876147\\_Supply\\_Chain\\_Management\\_4th\\_edition/RK=2/RS=15xJm6fL0veF5TOaSQK.2R1Giqo-](https://r.search.yahoo.com/_ylt=AwrX.GMrk_Niq2gI7Te7HAX.;_ylu=Y29sbwNzZzMEcG9zAzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660158891/RO=10/RU=https%3a%2f%2fwww.researchgate.net%2fpublication%2f270876147_Supply_Chain_Management_4th_edition/RK=2/RS=15xJm6fL0veF5TOaSQK.2R1Giqo-)
- [https://r.search.yahoo.com/\\_ylt=AwrX.GMrk\\_Niq2gI7je7HAX.;\\_ylu=Y29sbwNzZzMEcG9zAzQEdnRpZAMEc2VjA3Ny/RV=2/RE=1660158891/RO=10/RU=https%3a%2f%2fwww.oracle.com%2fwebfolder%2fs%2fassets%2febook%2fscmcompleteguide%2fpdf%2fscm-guide.pdf/RK=2/RS=ztnJiPISXhKgg3LJKrxxE5MspDo-](https://r.search.yahoo.com/_ylt=AwrX.GMrk_Niq2gI7je7HAX.;_ylu=Y29sbwNzZzMEcG9zAzQEdnRpZAMEc2VjA3Ny/RV=2/RE=1660158891/RO=10/RU=https%3a%2f%2fwww.oracle.com%2fwebfolder%2fs%2fassets%2febook%2fscmcompleteguide%2fpdf%2fscm-guide.pdf/RK=2/RS=ztnJiPISXhKgg3LJKrxxE5MspDo-)

**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.**

**SCHEME FOR EXAMINATIONS:**

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

**MAPPING of COs with POs with PSOs:**

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

**Dr Ambedkar Institute of Technology, Bengaluru-56**

**Department of MBA**

**Scheme and Syllabus - CBCS -- 2024 Onwards**

Course Title	<b>Project Work</b>						
Course Code	<b>MBAP402</b>						
Category	<b>Professional Core Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	00	00	20	00	20	00	10
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>		<b>Total Max. marks=100</b>				

**COURSE OBJECTIVES:**

1. To make the student to identify and undertake an in depth study of a problem/situation/case of managerial importance in the area of specialization and to develop, design, apply, suggest the best solution by thoroughly investigating/examining the situation by adopting the tools & techniques of research.
2. To expose the students to understand the working of the Organization/ Company / Industry.

**CHAPTER SCHEME**

**CHAPTER I: INTRODUCTION**

Introduction about the study

Title of the study

Statement of the Problem

Need for the study

Objectives of the study

Hypotheses for the study

Literature review with Research gap (with minimum 15 literature reviews) Limitations of the study

**CHAPTER II: OVERVIEW OF THE STUDY**

Industry Profile

Company Profile

Operational Definitions and Concepts

**CHAPTER III: RESEARCH DESIGN**

Type of research

Scope of the study

Sources of Data Collection

Population & Sampling Unit

Sampling Method  
Sample Size  
Statistical Tools and Techniques

#### **CHAPTER IV: DATA ANALYSIS AND INTERPRETATION**

Analysis and interpretation of the data that is collected with relevant tables and graphs. The results must be obtained using statistical tools and techniques.

#### **CHAPTER V: SUMMARY OF FINDINGS, CONCLUSION AND SUGGESTIONS**

Summary of findings, conclusion and suggestions

Learning experience

Bibliography

Web links

Plagiarism report

Details of Publication and Paper Presentation Annexure

#### **GENERAL GUIDELINES**

- 1) The project work shall be commenced immediately after the completion of 3rd Semester examinations and completed in the 4th semester.
- 2) The Subject code of the project work report shall be MBAP401 and shall be compulsory for all the students opting for all specializations.
- 3) The final submission date for the project report shall be intimated by the department.
- 4) The Institute shall receive 3 copies of project reports.
- 5) No two students of an institute shall work on the same problem in the same organization.
- 6) The student shall seek the guidance of the internal guide on a continuous basis.
- 7) The student must use the statistical tools to interpret the results, must have the evidential proofs of data collection, review of literature & application of statistical tools etc.

**On completion of the project work, student shall prepare a report with the following format.**

- i. The Project report shall be prepared using **MS Word with Times New Roman, 16 font size – Title, 14 font size - Subheadings, 12 font size - Paragraphs** ii. All the reports shall be printed in the **A4 size 1” margin on all the 3 sides, left side margin 1.5 inches**, the report shall not exceed 150 pages.
- iii. The report shall be **HARD BOUND IN PINK COLOR** facing sheet indicating the name of the college, month & year of submission.
- iv. A certificate by the **Guide, HOD and Head of the institution** indicating the bonafide performance of the project by the student to be enclosed.
- v. An **undertaking** by the student to the effect that the work is independently carried out by him/her.
- vi. The **certificate** from the organization
- vii. Acknowledgement & Executive Summary
- viii. Submit the report after Plagiarism using drillbit (Plagiarism result must be <10%).

#### **COURSE OUTCOMES:**

<b>Sl. No.</b>	<b>Description</b>	<b>Blooms Level</b>
CO1	Individually identifies the product / services of the Organization and Understand the profile of an Industry, Organization and theoretical background	L1

CO2	Define a research problem and hypothesis based on Literature review	L2
CO3	Device a suitable research design for data collection and apply research instrument for data collection	L3
CO4	Use appropriate and latest statistical tools and techniques to analyze the collected data	L4
CO5	Report the findings, suggestions and conclusions on organizational research problem in a structured manner	L2

## SCHEME FOR EXAMINATIONS

\***Internal evaluation** will be done by the internal guide.

\***External evaluation** shall be done by a faculty member of other institute.

\***Viva-voce/Presentation:** A viva-voce examination shall be conducted at the respective institution where the student is expected to give a presentation of his/her work.

\***Publication of Research Findings:** Students are expected to present their research findings in Seminars/Conferences to publish their research work in Journals in association with their internal guide. Appropriate Weight age will be given in the internal evaluation of the project report.

\***Submission of Report:** Students should submit the complete report in Word File and PDF file to the institute. Students should submit 3 Hard copies of the project. Submit Two PDF files i.e., Front Page to Executive Summary in file-1 and Chapter 1-5 in file -2. One file in PDF format which must include complete project report.

\***Similarity index** of Plagiarism must be included after Chapter 5.

### a) Rubrics for Project Work

Sl. No.	Evaluation Type	Particulars	Marks
1	CIE	Internal Assessment by the Guide	50
2	SEE	Report Evaluation by the Guide	100
3	SEE	Report Evaluation by the External Examiner	100
4	SEE	Viva-Voce Examination to be conducted by the Guide and an External examiner	100
<b>Total</b>			<b>350</b>

### b) Rubrics for First Presentation

Sl. No.	Particular	Maximum Marks
1	Understanding the functions of the organization	10
2	Identifying of business problem from the Industry from the literature study	10
3	Preparation of Research design	10
4	Research instrument for data collection	10
5	Originality and Completeness	10
<b>Total</b>		<b>50</b>

### c) Rubrics for Second Presentation

Sl. No.	Particular	Maximum Marks
1	Data collection	10
2	Selection of Statistical Tools and Techniques	10

3	Analysis and Interpretation	10
4	Findings, Suggestions and Conclusion	10
5	Finalization of report	10
<b>Total</b>		<b>50</b>

**d) Rubrics for Internal Assessment by Guide**

<b>Sl. No.</b>	<b>Particular</b>	<b>Maximum Marks</b>
1	First Presentation	10
2	Second Presentation	10
3	Industry and Company Profile	5
4	Methodology and Theoretical Background of the Study	10
5	Data Analysis and Interpretation	10
6.	Summary of findings, suggestions and conclusion	5
<b>Total</b>		<b>50</b>

**e) Rubrics for Project Evaluation by the Guide and an External Examiner**

<b>Sl. No.</b>	<b>Particular</b>	<b>Maximum Marks</b>
1	Relevance of the subject in the present context	10
2	Originality	5
3	Literature Survey	10
4	Problem Formulation	10
5	Experimental Observation/Theoretical modeling	10
6	Result-Presentation and Discussion	20
7	Conclusion and scope of future work	5
8	Overall presentation of the thesis	25
9	Outcome of the dissertation resulting in an article	5
<b>Total</b>		<b>100</b>

**f) Rubrics for Viva-Voce Examination by the Guide and an External Examiner**

<b>Sl. No.</b>	<b>Particular</b>	<b>Maximum Marks</b>
1	Presentation of background of work undertaken	15
2	Presentation of suitability of the work chosen	15
3	Presentation of finalization of work	25
4	Presentation of results, Discussion of results and conclusion	30
5	Overall performance	15
<b>Total</b>		<b>100</b>

**Mapping of CO's, PO's & PSO's**

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

**Strength of correlation: Low-1, Moderate-2, High-3**

**Dr. Ambedkar Institute of Technology, Bengaluru-56**  
**Department of MBA**  
**Scheme and Syllabus – CBCS-2024 Onwards**

Course Title	<b>Seminar III - Publications on Thrust Area</b>						
Course Code	<b>MBAS403</b>						
Category	<b>Professional Core Course-Seminar</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	00	00	02	00	02	26	01
<b>CIE Marks: 50</b>	<b>SEE Marks: 00</b>		<b>Total Max. marks = 50</b>		<b>Duration of SEE: 00</b>		

**COURSE OBJECTIVES:**

1. To prepare the research article in management domain and publish in reputed journal.

**Guidelines for Article Publications by The Final Year Students**

Students are expected to publish an article in reputed journal with allotted guide by the department. The title and guidance shall be provided by the guide during the fourth semester of the program. Students are expected to present their research findings in Seminars/Conferences/Technical/Management Fests and publish their research work in Journals in association with their Internal Guide mandatorily.

Authors should submit their complete paper/article, including text illustrations, graphics, conclusions, artwork, and tables.

**Guidelines**

- Kindly prepare your article, focusing current trends and topics in the area of your specialization (Marketing/ HR/ Finance)
- Preference is given to original, empirical research articles rather than conceptual or case studies.
- Article(s) should be submitted in an electronic format MS word (version 2003 and above) in A4, Times New Roman, Font size: 12, the Line spacing of 1.5, and margin 1 inch for all sides.
- The title of the article must be short and meaningful. The students are expected to identify a research problem in the thrust area.
- Place biographical information (name, professional title in lower case, employer(s), city, and state) below the article title.
- Furnish details for all authors.
- Title of the manuscript (concise and informative)
- Full names, affiliations, and email addresses of all authors
- Corresponding author's contact details

- With the exception of page numbers, you need not include headers or footers.
- In general, the article should depict an abstract of 200-250 words with a minimum of six keywords.
- Abstract followed by Introduction, Review of Literature, Research gap, Methods, Results and Discussion, & Conclusion. The text should not exceed 3000 words.
- Pre-check the plagiarism level and ensure it must be below 10%.
- All tables, figures, and equations must be appropriately numbered.
- Pictures and diagrams must be original in nature and send the files in .jpeg format.
- All figures, tables and illustrations should be placed at the appropriate points along with the text, rather than at the end.
- Wherever available, URLs for the references and biographical statements have been provided.

### **COURSE OUTCOMES:**

<b>Sl. No</b>	<b>Description</b>	<b>Blooms Level</b>
<b>CO 1</b>	Students will apply the conceptual skills to identify the statement of the problem for their research.	<b>L4</b>
<b>CO 2</b>	Students will get exposure to analyse the problem and prepare the research articles.	<b>L2, L3</b>
<b>CO 3</b>	Students shall improve their writing and publication skills in management domains.	<b>L2, L4</b>

### **MAPPING of COs with POs and PSOs**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	<b>3</b>	<b>2</b>			<b>1</b>	<b>3</b>	<b>2</b>		<b>1</b>
<b>CO2</b>		<b>3</b>			<b>2</b>		<b>3</b>		<b>2</b>
<b>CO3</b>	<b>1</b>	<b>2</b>		<b>3</b>		<b>1</b>	<b>3</b>		<b>2</b>
<b>Strength of correlation: Low-1, Medium- 2, High-3</b>									

**Dr. Ambedkar Institute of Technology, Bengaluru - 56**  
**Department of MBA**  
**Scheme and Syllabus – CBCS 2024 onwards**

Course Title	<b>Placement Training</b>						
Course Code	<b>MBACDN404</b>						
Category	<b>Non-Credit Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	02	00	02	00	02	26	-
<b>CIE Marks:50</b>	<b>SEEMarks:00</b>		<b>Total Max. Marks=50</b>		<b>Duration of SEE:00</b>		

**COURSE OBJECTIVES:**

1. Students will learn Effective Communication Skills and Time Management.
2. Students can gain insights on the concepts of Power BI like Data Modeling and Relationships, Data Visualization, Power BI Service and Collaboration and Advanced Topics and Case Studies.
3. Students acquaint knowledge on Social Media tools, Theoretical background, overview of business analytics.

<b>Placement training by JV Global for MBA students 2025-2027</b>	
<b>4<sup>th</sup> Sem MBA Topics for aptitude training</b>	<b>Hrs</b>
HR Analytics-Building blocks, HR metrics	2
HR metrics in Prime Functions-Staffing, Training, Compensation	2
Google tools, Google ads, Face book ads, Competence and skill development	2
Theoretical background, overview of business analytics	2
WHPs, EAPs, monitoring absenteeism	2
Usage of MS Excel and software for HR analytics	2
Industry perspective Microsoft excel and Google analytics	2
HandsonPracticalsessiononAdvancedexcel,Socialmediamarketing,Sugar-CRM	2
Effective Communication Skills	4

Interview Skills	2
Mock Interview	2
Group Discussion	2
<b>Total hours</b>	26

### COURSE OUTCOMES:

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

Sl. No.	Description	Blooms Level
CO1	Comprehend the knowledge on connect, transform, and visualize data from various sources to create interactive dashboards and reports & also gain skills to share insights and support data-driven decision-making in real-world business scenarios.	2
CO2	Demonstrate the skills on Time Management, Interview techniques, Good Discussion and also Effective Communication.	2
CO3	Can able to identify the overview of Business Analytics and Social Media tools.	3

### Mapping of CO's, PO's & PSO's

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1		3				2			
CO2	3					3			
CO3	2	2				3	2		
<b>Strength of correlation: Low-1, Moderate-2, High-3</b>									

**Dr. Ambedkar Institute of Technology, Bengaluru-56**  
**Department of MBA**  
**Scheme and Syllabus – CBCS**

**Marketing Elective**

Course Title	<b>Strategic Brand Management</b>						
Course Code	<b>MBAT405</b>						
Category	<b>Professional Elective Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching Hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>	<b>Total Max. marks=100</b>			<b>Duration of SEE:03 Hours</b>		

**COURSE OBJECTIVES:**

- To help the students appreciate the relationship between corporate strategy and Brand management.
- To give a fundamental understanding of how to build, measure, and manage brand equity.
- To develop familiarity and competence with the strategies and tactics involved in brand management.

<b>UNIT I</b> <b>Brand and Brand Management</b> Identifying and establishing Brand positioning and values 1.Customer –Based brand equity 2. Brand positioning.	<b>8 hours</b>
<b>UNIT II</b> <b>Planning and Implementing Brand marketing programs</b> 1.Choosing Brand Elements to Build Brand Equity 2.Designing marketing programs to build brand equity 3. Integrating marketing communication to build brand equity. 4. Leveraging secondary brand associations to build brand equity	<b>9 hours</b>
<b>UNIT III</b> <b>Measuring &amp; Interpreting brand performance</b> 1.Developing a Brand equity measurement and management system. 2. Measuring Sources of Brand Equity: Capturing Customer Mind-Set. 3. Measuring outcomes of Brand equity: Capturing market performance.	<b>8 hours</b>
<b>UNIT IV</b> <b>Growing and Sustaining Brand Equity</b> 1. Designing and implementing branding strategies- Brand Architecture and Hierarchy. 2. Introducing and naming new products and brand extensions 3. Managing brands overtime. 4. Managing Brands over geographic boundaries and market Segments- Advantages and Disadvantages.	<b>7 hours</b>

<b>UNIT V</b>	<b>8 hours</b>
<b>Luxury Brand Management:</b>	
Luxury definition and relativity, luxury goods and luxury brands, basic psychological phenomena associated with luxury purchase, luxury marketing mix. <b>Brand Imitations</b>	
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.	

**TEACHING LEARNING PROCESS : Chalk and Talk, power point presentation, videos.**

**COURSE OUTCOMES:**

Sl.No.	Description	Blooms Level
CO1	Comprehend & apply strategic brand management concepts & functions of brand to create brand equity.	L2 & L3
CO2	Ability to develop brand elements & strategies over geographic boundaries for the success of business through ethical values.	L3
CO3	Demonstrate their acumen in applying managerial and behavioral Concepts in creating, measuring & managing brand equity.	L2 & L3
CO4	Ability to understand & analyze luxury brands, brand imitation & how to manage the brands overtime.	L4

**TEXT BOOKS**

1. Strategic Brand Management, Building Measuring & Managing Brand Equity by Kevin Lane Keller – 5<sup>th</sup> edition, 2020. Pearson publishers.
2. Brand Management -The Indian Context – Y L R Moorthi – Vikas Publication, First edition, 2003.
3. Strategic Brand Management – Jean, Noel, Kapferer – Kogan Page India, Second edition.
4. Brand Imitations – Dr S Kaplan, Dr S Pandey – HPH, Revised edition, 2010.
5. Brand Management, Tapan Panda, First edition, Oxford University Press.

**EBOOKS/ONLINE RESOURCES**

[https://www.academia.edu/114717131/Strategic Brand Management 5E 2020](https://www.academia.edu/114717131/Strategic_Brand_Management_5E_2020)

<https://www.youtube.com/watch?v=GHSyuK6-qpk>

<https://www.youtube.com/watch?v=OP9QJbxjk88>

**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.**

**SCHEME FOR EXAMINATIONS**

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

**MAPPING of COs with POs & PSOs**

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3					3			

<b>CO2</b>	<b>3</b>			<b>3</b>	<b>1</b>		<b>3</b>	<b>3</b>	
<b>CO3</b>	<b>3</b>	<b>2</b>	<b>2</b>						<b>2</b>
<b>CO4</b>						<b>3</b>		<b>1</b>	<b>2</b>
<b>Strength of correlation: Low-1, Medium- 2,High-3</b>									

**Dr. Ambedkar Institute of Technology, Bengaluru-56**

**Department of MBA**

**Scheme and Syllabus - CBCS – 2024 Onwards-2024 Onwards**

**Marketing Elective**

Course Title	<b>Integrated Marketing Communication</b>						
Course Code	<b>MBAT406</b>						
Category	<b>Professional Elective Course</b>						
Scheme and Credits	No .of Hours/Week					Total teaching Hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>	<b>Total Max. marks=100</b>			<b>DurationofSEE:03Ho rs</b>		

**COURSEOBJECTIVES:**

- To acquaint the essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme..
- To study the different elements of Integrated Marketing Communication.
- To familiarize with the latest international , industrial and internet marketing techniques

<b>UNIT I</b>	<b>8 hours</b>
<b>Integrated Marketing Communication:</b> Role of IMC in marketing process, IMC planning model, Marketing and promotion Process model. <b>Communication Process,</b> steps involved in developing IMC programme, Effectiveness of marketing communications. <b>Advertising:</b> Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC.	
<b>UNIT II</b>	<b>8 hours</b>
<b>Advertising Agency:</b> Type of agencies, Services offered by various agencies, Criteria For selecting the agencies and agency evaluation. <b>Advertising objectives and Budgeting:</b> Goalsetting–DAGMAR approach, various budgeting methods used.	
<b>UNIT III</b>	<b>8 hours</b>
<b>Media planning:</b> Factors considered in Media Planning, Developing Media plan, Importance, Problems encountered, Advertising Media, Media Evaluation – Print media, Broadcast media and Support media in advertising. <b>Media strategy:</b> Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.	
<b>UNIT IV</b>	<b>10 hours</b>
<b>Direct Marketing:</b> Features, Functions, Growth, Advantages and Disadvantages, Direct Marketing Strategies. <b>Promotion:</b> Meaning, Importance, tools used, Conventional and unconventional methods, drawbacks, push a n d 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.

#### UNIT V

6 hours

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

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

**Industrial advertising:**B2B Communication, Special issues in Industrial selling.

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

**TEACHING LEARNING PROCESS:** Chalk and Talk, power point presentation, case study analysis, videos.

#### COURSE OUTCOMES:

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

Sl. No.	Description	Blooms Level
CO1	Understand the conceptual knowledge of various aspects of IMC and its application.	L1, L2
CO2	Apply role of IMC in the Overall marketing & use effectiveness measures to evaluate IMC strategies.	L3
CO3	Develop an integrated marketing Communications plan and creative message which includes promotional strategies.	L4

#### TEXT BOOKS

1. Advertising and Promotion: An Integrated Marketing Communications Perspective, George E Blech, Michael A Belch, et al,2/e, McGraw Hill,2021
2. Integrated Advertising, Promotion, and Marketing Communications, Global Edition, Kenneth E Clow, **Donald E Baack**, 9/e, Pearson, 2022
3. Integrated Marketing Communication: Creative Strategy from Idea to Implementation, Robyn Blakeman, 3/e, Rowman & Littlefield, 2018.
4. Advertising an IMC Perspective, S.N. Murthy & U Bhojanna, ExcelBooks, 2/e, 2014

#### E-BOOKS/ONLINE RESOURCES:

1. <https://www.managementstudyhq.com/public-relations-and-publicity.html>
2. <https://ebooks.ibsindia.org/imc/chapter/sessions-24-25-monitoring-evaluation-control-integrated-marketing-communication/>
3. <https://www.artofmarketing.org/international-marketing-2/advertising/international-advertising-meaning-characteristics-nature-and-media-selection/13601>
4. <https://sendpulse.com/support/glossary/advertising>

**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.

#### SCHEME FOR EXAMINATIONS

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

#### MAPPING of COs with POs & PSOs

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	<b>3</b>			<b>2</b>	<b>1</b>	<b>3</b>			<b>2</b>
<b>CO2</b>	<b>3</b>				<b>2</b>	<b>3</b>	<b>2</b>		<b>1</b>
<b>CO3</b>	<b>1</b>			<b>3</b>	<b>2</b>		<b>1</b>		<b>3</b>
<b>Strength of correlation: Low-1, Medium- 2, High-3</b>									

**Dr Ambedkar Institute of Technology, Bengaluru-56**  
**Department of MBA**  
**Scheme and Syllabus - CBCS – 2024 Onwards-2024 Onwards Marketing**  
**Elective**

Course Title	<b>Digital &amp; Social Media Marketing</b>						
Course Code	<b>MBAT407</b>						
Category	<b>Professional Elective Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>	<b>Total Max. marks=100</b>			<b>Duration of SEE: 03 Hours</b>		

**COURSE OBJECTIVES:**

- To Know digital marketing for multiple goals within a larger marketing and/or media strategy.
- To learn the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media.
- To develop, evaluate, and execute a comprehensive digital marketing strategy and plan.

<b>UNIT I</b>	<b>8 Hours</b>
<p><b>Digital Marketing Overview:</b> 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.</p> <p><b>Display Advertising:</b> 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.</p>	
<b>UNIT II</b>	<b>8 Hours</b>
<p><b>Digital Advertising (PPC, Digital Display and YouTube campaign):</b> 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 &amp; product listing. Tracking Performance/Conversion: conversion tracking and its importance, setting up of conversion tracking, Optimizing Search Ad Campaigns. Display ads and its features, Types of display campaigns, Creating Display Campaign, Optimizing Display Campaign and Re-marketing, customer engagement on e- portals.</p> <p><b>Concept of Online Advertising:</b> Types of Online Advertising, Contextual advertising, Payment Modules, Different Online advertising platforms Creating Banner Ads Using Tools</p>	
<b>UNIT III-</b>	<b>9 Hours</b>
<p>Emerging trends in Digital Marketing:</p> <p><b>Affiliate Marketing-</b> Affiliate marketing scenario in India, Different ways to do affiliate marketing. <b>Email Marketing-</b> email marketing and process. Types of email marketing- Opt-in &amp; 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</p>	
<b>UNIT IV</b>	<b>8 Hours</b>
<p><b>Social Media Marketing-</b>Concept of social media marketing, Understanding Facebook marketing, LinkedIn Marketing, Twitter Marketing, Video Marketing and VIDEO &amp; AUDIO (PODCASTING) marketing; and <b>Content Marketing-</b>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, optin email list with content marketing examples.</p>	
<b>UNIT V</b>	<b>7 Hours</b>
<p><b>E-Commerce and Payment Gateway:</b> Concept of e-commerce, Top ecommerce websites around the world, software Payment Gateways, Merchant Accounts &amp; Logistics for physical goods. Integrating Woo-commerce and setting up an ecommerce store on Word Press.</p>	

**Case studies on ecommerce websites.** Google Product Listing Ads (PLA) for ecommerce websites. Practical Process of SEO for an ecommerce website.

**TEACHING LEARNING PROCESS: Chalk and Talk, power point presentation, videos,**

### COURSE OUTCOMES:

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

Sl. No.	Description	Blooms Level
CO1	Understand the background and concept digital and social media marketing.	L2
CO2	Develop a strategy for measuring and improving digital and social media effectiveness	L4
CO3	Examine emerging trends in digital marketing and critically assess the use of digital marketing tools by applying relevant marketing theories and frameworks	L4
CO4	Comprehend and apply digital and social media marketing strategy and planning	L3

### 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, 3rd edition.
4. Digital Marketing Insights 2017, Social Beat Digital Marketing LLP, Kindle Edition.
5. Social Media for Business – Stories of Indian Brands, By Sorav Jain
6. Total E-mail Marketing: Maximizing your results from Integrated E-marketing (E-marketing essentials): Dave Chaffey.

### E-BOOKS/ONLINE RESOURCES:

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

**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.**

### SCHEME FOR EXAMINATIONS

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

### MAPPING of COs with POs & PSOs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3			3		3		1	
CO2		3		2			3		
CO3	1			1	2	1			3
CO4			2		2			3	
<b>Strength of correlation: Low-1, Medium- 2, High-3</b>									

**Dr. Ambedkar Institute of Technology, Bengaluru-56**  
**Department of MBA**  
**Scheme and Syllabus - CBCS**  
**Marketing Elective**

Course Title	<b>Business Marketing</b>						
Course Code	<b>MBAT408</b>						
Category	<b>Professional Elective Course</b>						
Scheme and Credits	No.of Hours/Week					Total teaching Hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>	<b>Total Max. marks=100</b>			<b>Duration of SEE:03 Hours</b>		

**COURSEOBJECTIVES:**

- To understand the B2B market & organisational buying behaviour.
- To gain knowledge on B2B market segmentation & market communication.
- To develop, evaluate, and execute key account management & relationship portfolio.

<b>UNIT I</b>	<b>7 Hours</b>
<b>B2B Marketing: B2B</b> -Introduction, significance and concept of B2B Marketing. Business Markets, characteristics. Classification of Business Products and Markets.	
<b>UNIT II</b>	<b>8 Hours</b>
<b>Organizational Buying Behavior:</b> Factors affecting purchasing decisions, purchasing orientation, Purchase Process-variations. Buying situations. 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.	
<b>UNIT III</b>	<b>7 Hours</b>
<b>B2B strategy and Market Segmentation:</b> Process, Approach. Responsible strategy CSR and sustainability, Customer value and strategy. Research in B2B markets. Standard industrial classification. <b>B2B Market Segmentation</b> –Significance of segmentation. Basis of segmentation. Challenges of segmentation in B2B markets. B2B positioning.	
<b>UNIT IV</b>	<b>8 Hours</b>
<b>Market Communication:</b> 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.	

**UNIT V** **10 Hours**

**Relationship Portfolio & Key Account Management:**

Principles of Portfolio management, identifying key accounts, Classification criteria. Relationship life-cycle, declassification, managing loyalty.

**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.

**TEACHING LEARNING PROCESS: Chalk and Talk, power point presentation, videos.**

**COURSE OUTCOMES**

Sl. No.	Description	Blooms Level
CO1	Comprehend the concepts and significance of B2B marketing.	L2
CO2	Ability to analyse & apply B2B research, strategy, product offerings & price settings in B2B market.	L3&L4
CO3	Examine the organisational buying, market segmentation & CRM in B2B market to adapt, in order to the achieve organisational objectives.	L3&L4
CO4	Apply the knowledge to derive marketing communication strategy and tactics to survive in the business through ethical values.	L3&L4

**TEXT BOOKS**

- Business to Business Marketing, Ross Brennan, Louise Canning & Raymond McDowell, Sage Publications, 3<sup>rd</sup> Edition.
- B2B Marketing Strategy: Differentiate Develop and Deliver Lasting Customer Engagement, Heidi Taylor Kogan Page, First edition, 2017.
- Innovative B2B Marketing: New Models, Processes and Theory, Simon Hall, Kogan Page, Second edition.
- Business Market Management (B2B): Understanding, creating and delivering value by James C Anderson, 3<sup>rd</sup> Edition, 2010.

**EBOOKS/ONLINE RESOURCES**

<https://www.youtube.com/watch?v=vq5u12Oo3zM>  
<https://www.b2bmarketingworld.com/resources/b2b-marketing-e-book/> <https://www.only-b2b.com/ebooks.php>

**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.**

**SCHEMEOFEXAMINATIONS**

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit. **Mapping of COs, POs & PSOs**

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

<b>CO3</b>				<b>1</b>	<b>2</b>		<b>2</b>	<b>1</b>	
<b>CO4</b>	<b>3</b>		<b>1</b>					<b>3</b>	<b>1</b>
<b>Strength of correlation: Low-1, Medium- 2,High-3</b>									

**Dr Ambedkar Institute of Technology, Bengaluru-56**  
**Department of MBA**  
**Scheme and Syllabus - CBCS 2024 Onwards**

**Finance Elective**

Course Title	<b>Tax Management</b>						
Course Code	<b>MBAT409</b>						
Category	<b>Professional Elective Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks:50</b>	<b>SEE Marks:50</b>	<b>Total Max. marks=100</b>			<b>Duration of SEE:03 Hours</b>		

**COURSE OBJECTIVES:**

- To provide the students with a comprehensive understanding of basic concepts of Direct tax.
- To understand the computation of taxable Income under different heads.
- To know the deductions available while computing Taxable Income.
- To acquaint the students with basic principles & broad understanding of Indian Indirect tax laws.

<b>UNIT I</b>	<b>07hours</b>
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. Tax liability/Slabs under both old and new regime. (Problems on residential Status and incidence of tax of an Individual Assessee)	
<b>UNIT II</b>	<b>10 hours</b>
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 House Property (Theory only) Income from other sources (Theory only).	
<b>UNIT III</b>	<b>07 hours</b>
Income under the head Profit and Gains of Business or Professions and its computation. Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, deductions from capital gains. Computation of capital gain (Simple Problems on Capital Gain) Deductions applied to Old tax regime – Section 80 C	
<b>UNIT IV</b>	<b>08 hours</b>
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. <b>Customs Act</b> -Meaning of Customs Duty, Circumstances of Levy of Customs Duties and Types of Duties and Exemption from Customs Duty. (Theory only).	

**UNIT V****08 hours**

**Input Tax Credit:** Introduction and Eligibility to avail Input Tax Credit (ITC). Registration under GST: Meaning, Persons liable and not liable for Registration, Types of Registration. Procedure for Registration, GSTIN. Compulsory Registration in Certain Cases, Deemed Registration. Returns under GST: Furnishing of Returns, First Return, Revision of Returns and Penalty/Late Fee.(Theory)

**TEACHING LEARNING PROCESS : Chalk and Talk and power point presentation and case- studies**

*[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40]*

**COURSE OUTCOMES:**

Sl. No.	Description	Blooms Level
CO1	Understand the basic concepts of Direct tax and determining residential status & Tax Liability.	L2 & 5
CO2	Apply the provisions of income from salary and House Property	L3 & 5
CO3	Analyse the business or professional income and capital gain	L5
CO4	Understand the concepts of GST, registration process and customs duty.	L3 & 4

**TEXT BOOKS:**

- Direct Taxes Law and practice, Vinod Singhania and Kapil Singhania, Taxman Publication, Latest Edition.
- Students Guide to Income Tax, Vinod Singhania and Kapil Singhania, Taxman Publication, Latest Edition.
- GST & Customs Law (University Edition), K.M Bansal, Taxmann's, Latest Edition.
- Indirect Taxes Law and practices, VS Datey, Taxmann's, Latest Edition.

**EBOOKS/ ONLINE RESOURCES**

- GST Council: [www.gstindia.com/tag/gst-council/](http://www.gstindia.com/tag/gst-council/)
- CBEC: <http://www.cbec.gov.in/htdocs-cbec/gst>
- GST Act /Rules /Migration /Press Release etc: <http://www.cbec.gov.in/htdocs-cbec/gst/index>
- GST Awareness campaign/training calendar: <https://gstawareness.cbec.gov.in/>

**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.**

**SCHEME FOR EXAMINATIONS**

- Use of non-programmable scientific calculators and Statistical tables are allowed.
- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

**Mapping of CO's with PO's & PSO's**

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3			2	1	3			1
CO2	3	3				2	3		
CO3	3	2				2			
CO4	2			3	1	3			1
<b>Strength of Correlation: Low-1, Medium-2, High-3</b>									

**Dr Ambedkar Institute of Technology, Bengaluru- 56  
Department of MBA  
Scheme and Syllabus - CBCS–2024 Onwards**

**Finance Elective**

Course Title	<b>Global Financial Management</b>						
Course Code	<b>MBAT410</b>						
Category	<b>Professional Elective Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>		<b>Total Max. marks=100</b>		<b>Duration of SEE: 03 Hours</b>		

### COURSE OBJECTIVES:

- To provide an understanding of the international economic and financial environment.
- To explain the foreign exchange rate determination, including the foreign exchange and derivatives markets.
- To expose the student to different foreign exchange instruments & banking services.
- To give an insight about the parity relationship & exchange exposure.
- To make the student understand the influence of risk factors of foreign exchange on Capital budgeting decisions.

<b>Syllabus Content</b>	
<b>UNIT I</b> <b>International financial Environment-</b> Objectives of financial management in a multinational corporation, functions of international financial management. - International Business methods – International Monetary system- Evolution. <b>International flow of funds:</b> Balance of Payments (BOP), Fundamentals of BOP, Accounting components of BOP, equilibrium & disequilibrium. <b>Problems on BOP.</b>	<b>08 Hours</b>
<b>UNIT II</b> <b>Foreign Exchange Market:</b> Function, Structure, Participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal, Real and Effective exchange rates, and Determination of Exchange rates in Spot & forward markets. Exchange rate behavior- Cross Rates- Arbitrage profit in foreign exchange markets, Swift Mechanism. Triangular and location arbitrage. <b>Problems on Arbitrage</b>	<b>09 Hours</b>
<b>UNIT III</b> <b>International Financial Markets and Instruments-</b> Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, International Money Markets. International Banking services– Forward Rate Agreements.	<b>06 Hours</b>
<b>UNIT IV</b> <b>International Parity Relationships &amp; Forecasting Foreign Exchange rate</b> –Factors effecting foreign exchange rate- Theories of Exchange rate-Interest Rate Parity, Purchasing Power Parity & International Fisher effect. Forecasting of Exchange rates–reasons & techniques (only theory) <b>Foreign Exchange exposure.</b> Management of Transaction exposure- Translation exposure-Economic exposure-political Exposure-Interest rate exposure. <b>Problems on Exchange rate Parity</b>	<b>08 Hours</b>
<b>UNIT 5</b> <b>Foreign exchange risk Management:</b> Concept of exposure and risk. Hedging Strategies–Tools for Foreign exchange risk management. Country risk analysis(Only Theory) <b>International Capital Budgeting:</b> Concept, Evaluation of a project, Factors affecting, Risk Evaluation, and Impact on Value. International capital budgeting NPV method.	<b>09 Hours</b>

**International Taxation:** International tax system, principles of taxation, double taxation and transfer pricing.

**Case Study: Problems on International Capital Budgeting**

**TEACHING LEARNING PROCESS :** Chalk and Talk and power point presentation and case-studies

**COURSE OUTCOMES:**

Sl.No	Description	Blooms Level
CO1	Understand the international financial management, international flow of funds, markets, instruments.	L1
CO2	Knowledge about the foreign exchange market, participants and transactions.	L2 & L3
CO3	Evaluates the Firm's Exposure to risk in International environment and various theories associated with it.	L4
CO4	Practically undertakes to take decision on international capital budgeting and international taxation.	L3 & L5

**TEXT BOOKS:**

- International Financial Management, Apte P.G & Sanjeevan Kapshe ,Mc Graw Hill, 8/e, 2020.
- International Financial Management, Binoy Mathew & G.Nagarajan, Jayvee Digital Publishing,2/e, 2022.
- International Corporate Finance, Jeff Madura, CengageLearning,10/e,2012.
- International Financial Management, Jeff Madura, &Roland Fox. Edition5. Cengage Learning.(2020).

**EBOOKS/ ONLINE RESOURCES**

- <https://www.digimat.in/nptel/courses/video/110105057/L01.html>
- <https://www.ravisonkhiyaclasses.com/product/ca-inter-financialmanagement-video-lecturesby->

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

**SCHEME OF EXAMINATIONS:**

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5full questions, selecting ONE from each unit.

**MAPPING of COs with POs and PSOs**

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3			2	2	3		2	1
CO2	3			3		3			
CO3	2	3		3			3		
CO4		3				3	3		
<b>Strength of Correlation: Low-1,Medium-2,High-3</b>									



**Dr Ambedkar Institute of Technology, Bengaluru-56**  
**Department of Master of Business Administration**  
**Scheme and Syllabus - CBCS – 2024 Onwards**

**Finance Elective**

Course Title	<b>Mergers Acquisitions and Corporate Restructuring</b>						
Course Code	<b>MBAT411</b>						
Category	<b>Professional Elective Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks:50</b>	<b><u>SEE Marks:50</u></b>	<b><u>Total Max.marks=100</u></b>			<b>Duration of SEE: 03Hours</b>		

**COURSE OBJECTIVES:**

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

<p><b>UNIT I</b>  <b>07 hours</b>  <b>Corporate Restructuring</b> 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.</p>	<b>07</b>
<p><b>UNIT II</b>  <b>hours</b>  <b>Mergers and Acquisitions (M&amp;A):</b> Introduction of M&amp;A, Meaning- types of mergers–Merger Motives-Theories of Mergers- Mergers and industry lifecycle, Reasons for failures of M&amp;A-synergytypes of synergy–value creation in M&amp;A (Theory).</p>	<b>07</b>
<p><b>UNIT III</b>  <b>hours</b>  <b>Merger Process:</b> Procedure for effecting M &amp; A-Five-stage model–Due diligence–Types, process and challenges of duediligence-HRaspectsof M&amp; A–Tipsfor successful mergers-Processof merger integration (Theory).  <b>Financial Evaluation of M &amp; A</b> 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).</p>	<b>09</b>
<p><b>UNIT IV</b>  <b>hours</b>  <b>Accounting aspects of Amalgamation:</b> 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 (Theory)</p>	<b>08</b>

**Business Valuation**–Introduction, Approaches: Adjusted Book Value, Stock and Debt, Direct Comparison Method, Discounted Cash Flow, Option, Discounted cash flow valuation–relative valuation (Problems)

**UNIT V**

**09 hours**

**Acquisitions/ Takeovers & Post acquisition integration:** Meaning and types of acquisition/ takeovers (Friendly and Hostile takeovers)- Anti-takeover strategies-Anti-takeover amendmentsLegal and human frame work of M&A – Combination and Competition Act-2002, Competition Commission of India (CCI)-The SEBI Substantial Acquisition of Shares and Takeover (Takeovercode-2011). Post acquisition integration: Organization and human aspect of post acquisition –Stages in the integration process (Theory).

**TEACHING LEARNING PROCESS: Chalk and Talk and power point presentation**

*[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40]*

**COURSE OUTCOMES:**

Sl. No.	Description	Blooms Level
CO1	To explain the major forms and objectives of corporate restructuring.	L3 & 4
CO2	To describe the process of value creation under different forms of M&A	L2 & 3
CO3	To Understand M&A with its different classifications, strategies, theories, Synergy etc.	L4 & 5
CO4	To Conduct financial evaluation of M&A and critically evaluate different Types of M&A, take over and anti take over strategies.	L5
CO5	To Analyze and demonstrate the accounting aspects of Amalgamation	L4

**TEXT BOOKS**

- Fred Weston, Kwang SChung, Susan E Hoag – Mergers, Restructuring and Corporate Control – Pearson Education, 4/e
- Prasanna Chandra, Corporate Valuation and Value Creation, Tata McGraw Hill, 2011
- Mergers Acquisitions & Corporate Restructuring- Strategies & Practices, Rabi Narayan Karand Minakshi, Taxmann’s, 3/e, 2017.
- Aswath Damodaran, DamodaranonValuation, 2/e, John Wileyand Sons. □ Sudi Sudarsanam Value Creation From Mergers And Acquisitions, Pearson.

**EBOOKS/ ONLINE RESOURCES:**

- <https://corporatefinanceinstitute.com/resources/knowledge/deals/motives-for-mergers/>
- <https://www.mca.gov.in/MinistryV2/mergers+and+acquisitions.html>
- <https://imaa-institute.org/e-library-m-and-a/>

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

**SCHEME FOR EXAMINATIONS:**

- Use of non-programmable scientific calculators and Statistical tables are allowed.
- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

**Mapping of COs with PO’s and PSOs:**

Sl. No.	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3			2		3		3	
CO2	3			2					

<b>CO3</b>		<b>3</b>	<b>3</b>	<b>3</b>		<b>3</b>	<b>3</b>		<b>2</b>
<b>CO4</b>		<b>3</b>				<b>2</b>	<b>3</b>		<b>1</b>
<b>CO5</b>		<b>3</b>				<b>3</b>	<b>2</b>		
<b>Strength of Correlation: Low-1-Medium-2, High-3</b>									

**Dr. Ambedkar Institute of Technology, Bengaluru-56**  
**Department of MBA**  
**Scheme and Syllabus - CBCS 2024 Onwards**

**Finance Elective**

Course Title	<b>Risk Management and Derivatives</b>						
Course Code	<b>MBAT412</b>						
Category	<b>Professional Elective Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>		<b>Total Max. marks=100</b>		<b>Duration of SEE: 03 Hours</b>		

**COURSE OBJECTIVES:**

- To make the students understand the risk management concepts and process in organizations.
- To acquaint the students with the concept and valuation of financial derivatives.
- To make the students understand the insights of commodities market.
- To familiarize the students with the terminologies associated with interest rate markets credit risk and computation of VAR.

<b>UNIT I</b> <b>hours</b> <b>Introduction to Risk Management:</b> Risk Identification: Risk-Risk and Uncertainty-Types of RiskBurden 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. <b>Risk Measurement:</b> Evaluating the Frequency and Severity of Losses-Risk Control-Risk Financing Techniques-Risk Management Decision Methods-Pooling Arrangements and Diversification of Risk.	<b>08</b>
<b>UNIT II</b> <b>Derivatives-</b> Meaning, Types, Participants in derivatives market, Functions of derivatives market. <b>Futures and forwards-</b> differences, valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, Margins, <b>Case study on Futures and Forwards, Arbitrage Profits on Valuation of futures and Forwards</b>	<b>08 hours</b>
<b>UNIT III</b> <b>hours</b> <b>Options:</b> Types of options, option pricing, factors affecting option pricing – call and put options on dividend and non-dividend paying stocks put-call parity-mechanics of options- stock options- options on stock index- Hedging & Trading strategies involving options, one step binomial model, Black and Scholes analysis- option Greeks. <b>Case study on Stock Options. Option Greeks</b>	<b>08</b>

<b>UNIT IV</b> <b>hours</b> <b>Swaps:</b> Meaning and types, Interest Rate Swaps, Currency swaps and cross- currency swaps- (Simple problems only) <b>Commodity derivatives:</b> commodity futures market-exchanges for commodity futures in India, Benefits of commodity futures, Forward Market Commission and regulation-commodities traded – trading and settlements.	<b>08</b>
<b>UNIT V</b> <b>hours</b> <b>Interest Rate Markets-</b> Type of rates, Zero rates, Determining Zero rates, Forward rate agreements (FRA). <b>Credit risk-</b> Bond prices and the probability of default, Historical default experience, reducing exposure to Credit risk, Credit default swaps, Total return swaps, Credit spread options, Collateralized debt obligation. <b>Value at Risk (VAR)-</b> Measure, Approaches to VAR, stress testing and back testing (Theory only).	<b>08</b>
<b>TEACHING LEARNING PROCESS: Chalk and Talk, power point presentation, videos</b>	

### COURSE OUTCOMES:

Sl. No.	Description	Blooms Level
CO1	Student will be able to demonstrate the basic concepts of risk and risk management process.	L2
CO2	Students will gain the domain knowledge about derivatives and interest rate markets	L2
CO3	Students will be able to ascertain the value of financial derivatives.	L3
CO4	Students will be able to evaluate the decisions pertaining to various financial derivatives	L5

### TEXT BOOKS:

- Options Futures & Other Derivatives - John C. Hull, 11/e, Pearson Education.
- Options & Futures- Vohra & Bagri, 2/e, TMH.
- Risk Management- Insurance and Derivatives- Dr. G. Koteswar, Jan 2018, HPH.
- Financial Derivatives, Text and cases- Dr. Prakash B. Yaragol, 2018, Vikas Publishing house.
- Principles of Risk Management & Insurance – George E. Rejda, Michael J. McNamara, 12/e, Pearson Education, 2012.

### E-BOOKS/ONLINE RESOURCES:

- [Options, Futures and Other Derivatives 7th John Hull.pdf - raudys.com - PDF Drive](#)
- [Commodities and Commodity Derivatives: Modelling and Pricing for Agriculturals, Metals and Energy by Helyette Geman - PDF Drive](#)
- [Futures And Options | B R Bagri N D VOHRA | download on Z-Library \(1lib.sk\)](#)

**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.

### SCHEME FOR EXAMINATIONS:

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

**MAPPING of COs with POs with PSOs:**

<b>Sl. No</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	<b>1</b>			<b>3</b>		<b>3</b>			<b>3</b>
<b>CO2</b>		<b>3</b>					<b>2</b>	<b>3</b>	
<b>CO3</b>	<b>3</b>	<b>3</b>	<b>2</b>				<b>2</b>	<b>3</b>	<b>1</b>
<b>CO4</b>	<b>3</b>	<b>3</b>		<b>3</b>			<b>3</b>		<b>1</b>
<b>Strength of correlation: Low-1, Medium- 2, High-3</b>									

**Dr Ambedkar Institute of Technology, Bengaluru-56**  
**Department of MBA**  
**Scheme and Syllabus – CBCS – 2024 onwards**  
**Human Resource Elective**

Course Title	<b>Human Resource Analytics</b>						
Course Code	<b>MBAT413</b>						
Category	<b>Professional Elective Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>	<b>Total Max. marks=100</b>			<b>Duration of SEE: 03 Hours</b>		

**COURSE OBJECTIVES:**

- To introduce to the theory, concepts, and business application of human resources research, data, metrics, systems, analyses, and reporting.
- To develop an understanding of the role and importance of HR analytics, and the ability to track, store, retrieve, analyze and interpret HR data to support decision making.
- To aware the challenges of human resources analytics for the competitive advantage of the organization.

<b>UNIT I</b> <b>HR Analytics in Perspective:</b> Meaning of HRA Definition, What is not HRA, Role of Analytics, Evolution of HRA, Types of HRA, Process of Implementing HRA, Pitfalls of HRA and Advantages of HRA, Future of HRA, Benefits and Challenges of Big data in HRA	<b>8 hours</b>
<b>UNIT II</b> <b>HR Metrics:</b> Types of HR Metrics, Staffing Metrics, Training and Development Metrics, Creating HR Dashboards: Definition, Importance, and Process. Important Excel Formulas Useful for Creating Dashboards, VLOOKUP, INDEX, SUMIF, AVERAGEIF and COUNTIF, Application of Excel Functions in Creating HR Dashboards. <b>HR Scorecard:</b> Creating HR Scorecard, guidelines for implementing a HR Scorecard.	<b>8 hours</b>
<b>UNIT III</b> <b>Insight into Data Driven HRA:</b> Typical data sources, Typical questions faced (survey), Typical data issues, Connecting HR Analytics to business benefit (case studies), Obtaining data, Cleaning data (exercise), Supplementing data.  <b>Predictive Analytics:</b> Steps involved in predictive analytics: Determine key performance indicator, analyze and report data, interpreting the results and predicting the future.	<b>8 hours</b>
<b>UNIT IV</b> <b>HR Analytics Applications Using Correlation &amp; Regression:</b> Managerial challenges of recruitment, Recruitment Analytics, Managerial challenges of employee selection, Selection Analytics, Managerial challenges of employee training, Training Analytics, Steps of Employee development, Employee Development Analytics	<b>8 hours</b>
<b>UNIT V</b> <b>Analytics Applications Using ANOVA</b> Steps of performance management, Managerial challenges of performance management, Performance Analytics, Steps of compensation management, Managerial challenges of compensation management, Compensation Analytics, Productivity Analytics, Employee Engagement Analytics, Employee Turnover Analytics and Retention Analytics	<b>8 hours</b>

**TEACHING LEARNING PROCESS: Chalk and Talk, power point presentation, videos, Case Study**

**COURSE OUTCOMES:**

Sl. No.	Description	Blooms Level
CO1	Understand the fundamentals of HRA, HR metrics, data handling, and predictive analysis	L1
CO2	Apply MS Excel for conduction of HR Analytics for key HR Processes and statistical software to record the data, maintain, retrieve, analyze and forecast the human resources data globally.	L3
CO3	Analyze HR data using Correlation, Regression and ANOVA statistical tools and Visualization of the data	L4
CO4	Identify the pros and cons of the HR data and interpret the data for better decision making	L2

**TEXT BOOKS**

- Rama Shankar Yadav & Sunil Maheshwari, HR Analytics, Wiley, 2021.
- Pratyush Banerjee, Jatin Pandey & Manish Gupta, HR Analytics: Practical Applications of HR Analytics, Sage, 2019.
- Dipak Kumar Bhattacharya, HR Analytics, Sage, 2017.
- Ramesh Soundrarajan & Kuldeep Singh, Winning on HR Analytics, Sage, 2017.
- Nishant Uppal, Human Resource Analytics, Pearson, 2021.
- Bharti Motwani, HR Analytics: Practical Approach Using Python, Wiley, 2021.

**BOOKS / ONLINE RESOURCES**

- <https://www.slideshare.net/slideshow/predictive-hr-analytics-mastering-the-hr-metric-pdfdrivepdf/261286047>
- <https://www.scribd.com/document/472359549/HR-Metrics-and-Workforce-AnalyticsPDFDrive-com>
- [https://onlinecourses.nptel.ac.in/noc24\\_hs126/preview](https://onlinecourses.nptel.ac.in/noc24_hs126/preview)

**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.**

**SCHEME FOR EXAMINATIONS**

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit. **MAPPING of COs with PO and PSO**

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

**Strength of correlation: Low-1, Medium- 2, High-3**



**Dr. Ambedkar Institute of Technology, Bengaluru-56**  
**Department of MBA**  
**Scheme and Syllabus - CBCS - 2024 Onwards**  
**Human Resource Elective**

Course Title	<b>Global Human Resource Management</b>						
Course Code	<b>MBAT414</b>						
Category	<b>Professional Elective Courses</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>		<b>Total Max. marks=100</b>			<b>Duration of SEE: 03 Hours</b>	

**COURSE OBJECTIVES:**

- The student will be able to identify the application of IHRM and role of culture across the globe.
- The student will be able to understand International staffing and Training process.
- The student will be able to describe the compensation and performance management systems across globe
- The student will be able to analyze the in international business and solve the workplace issues.

<b>UNIT I</b> <b>8 hours</b> IHRM- Meaning and Definition, Objectives, Stages of internationalization, Difference between IHRM and Domestic HRM, Functions of global HRM, Competency required for International Mangers, The drivers of internationalization of business, International Business Approaches to IHRM, Models of IHRM: Matching Model, Harvard Model, Contextual Model, 5-P Model, European Model	<b>8</b>
<b>UNIT II</b> <b>hours</b> Concept of culture, Cross-Culture Management, Cross-culture Differences in the workplace, Role of culture in International business, Types and Strategies of Organization Culture, Panculturalism International Culture Management - Models of Culture - Hofstede's Four Cultural Dimensions, Trompenaar's Seven Cultural Dimensions Case Study Discussion	<b>8</b>
<b>UNIT III</b> Recruitment: Staffing for international operations, Selection strategies for overseas assignments, Differentiating between PCNs, TCNs and HCNs, International transfers, Equal opportunities, Diversity Management, Work-life balance: practices and discourses, Expatriation and Repatriation, Repatriation Process, Challenges of repatriation Case Study Discussion	<b>8 hours</b>

<b>UNIT IV</b>	<b>8 hours</b>
Training and development: Training and development for expatriates; Training and development for international staff. Compensation: Compensation in international perspective, Approaches to international Compensation, International total rewards objectives for MNC's, Key components of global total rewards programs Case Study Discussion	
<b>UNIT V</b>	
<b>8 hours</b>	
<b>Performance management:</b> Performance management cycle, Key components of PMS, Performance Management of International Assignees, Issues and challenges in international performance management, PMS for expatriates, PMSs in six leading economies: China, India, Japan, South Korea, UK and USA. Case Study Discussion	
<b>TEACHING LEARNING PROCESS: Chalk and Talk, power point presentation, videos</b>	

#### **COURSE OUTCOMES:**

<b>Sl. No.</b>	<b>Description</b>	<b>Blooms Level</b>
CO1	Gain fundamental knowledge related to the concepts of global human resource management, culture, models, strategies, international operations/business across various sectors	L1, L2
CO2	Apply HR policies, practices and issues of global operations, challenges of expatriation and repatriation	L3
CO3	Analyze the impact of factors, performance management, work-life balance and cultural diversity in shaping HR globally.	L4
CO4	Evaluate and adapt various Training & Development and Compensation for Expatriate and staffs globally.	L4

#### **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
3. International Human Resource Management - Peter J. Dowling, Denice E. Welch, Cengage Learning.

#### **BOOKS / ONLINE RESOURCES**

- <https://www.geektonight.com/international-human-resource-management>
- [https://www.researchgate.net/publication/265020002\\_Performance\\_management\\_in\\_international\\_human\\_resource\\_management](https://www.researchgate.net/publication/265020002_Performance_management_in_international_human_resource_management)

**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.**

#### **SCHEME FOR EXAMINATIONS**

1. There will be 10 question with 2 full questions from each unit.
2. Each full question consists of 20 marks.
3. The students will have to answer five full questions, selecting ONE from each unit.

#### **MAPPING of COs with POs**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	<b>3</b>	<b>2</b>			<b>2</b>	<b>3</b>	<b>2</b>		
<b>CO2</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>		<b>2</b>	<b>2</b>	<b>3</b>	
<b>CO3</b>		<b>2</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>		<b>3</b>
<b>CO4</b>			<b>3</b>		<b>3</b>	<b>2</b>		<b>3</b>	<b>3</b>
<b>Strength of Correlation: Low-1, Moderate-2 High-3</b>									

**Dr Ambedkar Institute of Technology, Bengaluru-56**  
**Department of MBA**  
**Scheme and Syllabus – CBCS-2024 Onwards**

**Human Resource Elective**

Course Title	<b>Personal Growth and Interpersonal Effectiveness</b>						
Course Code	<b>MBAT415</b>						
Category	<b>Professional Elective Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>	<b>Total Max. marks=100</b>			<b>Duration of SEE: 03 Hours</b>		

**COURSE OBJECTIVES:**

- To enhance one's own self-awareness (strengths and weaknesses) for personal growth and to develop the inter- personal trusts in a team.
- To equip the students for personal change in turn helps in personal Growth and interpersonal effectiveness.
- To expose the students to creativity mind and to understand the concepts of Neuro Linguistic Programming (NLP) to nurture the relationships.

<b>UNIT I</b>	<b>8 hours</b>
<b>Dynamics of Personal Growth</b> 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.	
<b>UNIT II</b>	<b>7 hours</b>
<b>Interpersonal Trust:</b> 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.	
<b>UNIT III</b>	<b>9 hours</b>
<b>Understanding Human Personality and Neuro Functioning:</b> 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.	
<b>UNIT IV</b>	<b>8 hours</b>
<b>Attitudes, Beliefs, Values and their impact on Behaviour:</b> Attitude definition, formation of attitude, Beliefs and 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.	

**UNIT V****8 hours**

**Interpersonal Relations and Personal Growth:** Interpersonal needs for openness, inclusion and control. Discovering the interpersonal orientation through FIRO-B. Conflict resolution and negotiation, time management and honoring the commitments.

**Transactional Analysis:** Ego states, types of transactions and time structuring. Life position, scripts and games; T-group sensitivity training.

**TEACHING LEARNING PROCESS:** Chalk and Talk, power point presentation, videos, Case Study

**COURSE OUTCOMES:**

Sl. No.	Description	Blooms Level
CO1	Understanding one's own behaviour system, develops positive attitude, right beliefs and good habits to enhance personal growth.	L1/L2
CO2	Determine the concepts of human personality, behaviour and functioning of mind for effective utilization of HR and apply creative mind in solving the business problems.	L3
CO3	Examine the psychometrics tests in understanding the personality traits and prepare the developmental plan for personal growth & to nurture the relationship.	L4
CO4	Demonstrate the greater insight of self, and others through various theories and adopt the changes for interpersonal effectiveness and trust.	L2

**TEXT BOOKS**

1. Personal Growth And Interpersonal Effectiveness Paperback By Dr. Appasaba L V Nishchitha Gowda C G Dr. R Gowrishankar Dr. Girish Babu M – August 2024, Mjp Publisher.
2. Organisational Behaviour : Human Behaviour at work John W. Newstrom and Keith Davis, Tata McGraw Hill, 11/e, 2003
3. Development of Management Skills, Whetten & Cameron, PHI, 7/e.
4. Understanding OB -Udai Pareek, Oxford University Press.
5. Theories of Personality-Calvin S Hall, 4/e, Wiley India Pvt. Ltd.
6. Seven habits of highly effective people -Stephen R Covey, Pocket Books.

**EBOOKS/ONLINE RESOURCES**

- <https://www.pdfdrive.com/interpersonal-skills-a-key-to-effective-leadership-e19024433.html>
- <https://www.pdfdrive.com/mastering-personal-and-interpersonal-skills-mastering-personal-and-interpersonal-skills-e30675616.html>
- <https://www.pdfdrive.com/educational-leadership-personal-growth-for-professional-development-published-in-association-with-the-british-educational-leadership-and-management-society-e156680196.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.

### SCHEME FOR EXAMINATIONS

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit

### MAPPING of COs with POs and PSOs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	-	3	3	-	-	-	2	-	-
CO2	3	2	3	2	3	2	3	-	3
CO3	2	2	3	-	-	-	-	-	-
CO4	-	-	3	-	-	2	3	-	2
<b>Strength of correlation: Low-1, Medium- 2, High-3</b>									

**Dr Ambedkar Institute of Technology, Bengaluru-56**  
**Department of MBA**  
**Scheme and Syllabus – CBCS- 2024 Onwards**

**Human Resource Elective**

Course Title	<b>Conflict &amp; Negotiation Management</b>						
Course Code	<b>MBAT416</b>						
Category	<b>Professional Elective Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>		<b>Total Max. marks=100</b>		<b>Duration of SEE: 03 Hours</b>		

**COURSE OBJECTIVES:**

- To understand the nature of various dimensions of conflict & strategies and techniques to manage conflicts.
- To understand the importance and role of negotiation in conflict resolution.
- To understand the importance of cross-cultural and gender dimensions of negotiation.

<b>UNIT I</b>	<b>8 hours</b>
<b>Introduction:</b> Conflict: Definition, Types of Conflicts - Productive (functional) and Destructive (dysfunctional). Levels of conflict – intrapersonal, interpersonal, group & organizational conflicts. Myths about conflicts - cognitive (Pseudo conflict), process (simple conflict) and Inter-personal conflict (ego conflict), causes of conflict: Causes for work place conflicts – Harassment and discrimination.	
<b>UNIT II</b>	<b>8 hours</b>
<b>Analogy of Conflict:</b> Stages of conflicts: grievances- personal needs, lack of monetary benefits an Incentives, promotion and recognition, harassment, discrimination, prejudice and Bias, identity unconcern attitudes of administration, frustration, escalation of Conflicts, and violence, Cost and effect of conflicts. Spectrum of conflicts- Personal conflicts, group conflicts, labour conflicts, social and political conflicts, Cost of Workplace Conflict.	
<b>UNIT III</b>	<b>9 hours</b>
<b>Conflict Management:</b> Nature of conflict Management, Managing conflict: Thomas conflict resolution approach (Avoiding, Accommodating, Compromising, Competing, Collaboration), 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.	

**UNIT IV****7 hours**

**Negotiation:** Negotiations/ Negotiation strategies –Meaning , negotiation process, Principles for successful negotiations, Factors and essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations, Techniques of negotiation.

**UNIT V****8 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, Best practices in negotiation.

**TEACHING LEARNING PROCESS: Chalk and Talk, power point presentation, videos, Case Study**

**COURSE OUTCOMES:**

Sl. No.	Description	Blooms Level
CO1	Understand & implement a mechanism of conflict handling & negotiation.	L1/L2
CO2	Learn various contemporary methods of conflict and negotiation.	L3
CO3	Gain insights of various conflict handling mechanisms.	L3
CO4	Demonstrate the cross-cultural and gender dimensions of negotiation.	L4

**TEXT BOOKS**

1. Conflict and Negotiation Management-Jeevitha M, Thakur Publications-2024
2. Corporate Conflict Management - Concepts and Skills, Eirene Leela Rout, Nelson Omiko, Prentice India, 2007.
3. Negotiations, Roy J. Lewicki, David M. Saunders, Bruce Barry, 5/e, Mc Graw Hill, 2005, ISBN: 9780072973075. Dividing students into groups and give a scenario to negotiate and reach conclusion.
4. Fisher, R and Ury. W, (1986), Getting to Yes. Negotiating Agreement without Giving in. London, Hutchinson Business Books Ltd.
5. Contemporary Conflict Resolution, Oliver Ramsbotham, Hugh Miall, Tom Woodhouse, 3rd edition, Polity publishers, ISBN 0745649734, 9780745649733, 2011

**EBOOKS/ONLINE RESOURCES**

- <https://www.pdfdrive.com/negotiation-and-conflict-management-e34393592.html>
- [https://www.researchgate.net/publication/339850653\\_MANAGING\\_CONFLICT\\_AND\\_NEGOTIATION](https://www.researchgate.net/publication/339850653_MANAGING_CONFLICT_AND_NEGOTIATION)
- [Conflict Management: A Practical Guide to Developing Negotiation Strategies Download \( 299 Pages | Free \) \(pdfdrive.com\)](#)
- [https://www.youtube.com/watch?v=wYb\\_PKTawE4](https://www.youtube.com/watch?v=wYb_PKTawE4)
- <https://www.coursera.org/lecture/negotiation-skills-conflict/week-2-outline-neVhB>

**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.**

### **SCHEME FOR EXAMINATIONS**

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

### **MAPPING of COs with POs and PSOs**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	<b>3</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>3</b>	<b>-</b>
<b>CO2</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CO3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>-</b>
<b>CO4</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>-</b>
<b>Strength of correlation: Low-1, Medium- 2, High-3</b>									

**Dr Ambedkar Institute of Technology, Bengaluru-56**  
**Department of MBA**  
**Scheme and Syllabus - CBCS 2024 onwards**  
**Business Analytics Elective**

Course Title	<b>Machine Learning</b>						
Course Code	<b>MBAT417</b>						
Category	<b>Professional Elective Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>		<b>Total Max. marks=100</b>			<b>Duration of SEE: 03 Hours</b>	

**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.

<b>UNIT I</b>	<b>8 hours</b>
<b>Introduction to Machine Learning</b>	
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 technology prerequisites.	
<b>UNIT II</b>	<b>8 hours</b>
<b>Data Preparation and Feature Engineering</b>	
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.	
<b>UNIT III</b>	<b>8 hours</b>
<b>Supervised Learning Techniques</b>	
Regression Analysis: Linear Regression: Simple and multiple linear regression. Evaluation Metrics: Mean Absolute Error (MAE), Mean Squared Error (MSE), R-squared. Classification: Logistic Regression: Basics of logistic regression and its applications. Decision Trees and Random Forests: Understanding and implementing decision trees and ensemble methods. Support Vector Machines (SVM): Introduction to SVM and its applications.	
<b>UNIT IV</b>	<b>8 hours</b>
<b>Unsupervised Learning Techniques</b>	
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.	

**UNIT V****8 hours****Model Evaluation and Selection**

Evaluation Metrics: Accuracy, precision, recall, F1-score, ROC curve, AUC. Model Selection Techniques: Cross-validation, Grid Search, and Hyperparameter Tuning. Bias-Variance Trade off: Understanding and balancing overfitting and underfitting. Ethics and Bias in Machine Learning: Addressing ethical considerations and biases in models.

**Practical Implementation with Tools and Libraries.**

**TEACHING LEARNING PROCESS: Chalk and Talk, power point presentation, videos, Case Study**

**TEXTBOOKS**

1. "Pattern Recognition and Machine Learning" by Christopher M. Bishop.
2. "Hands-On Machine Learning with Scikit-Learn, Keras, and TensorFlow" by Aurélien Géron.
3. "Machine Learning Yearning" by Andrew Ng (available online).

**TOOLS AND SOFTWARE:**

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

**E-BOOKS/ ONLINE 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://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.**

**SCHEME FOR EXAMINATIONS**

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

**COURSE OUTCOMES:**

**The students will be able to:**

Sl. No.	Description	Blooms Level
CO1	Understand the core concepts and algorithms of machine learning.	L1/L2
CO2	Apply machine learning techniques to solve business problems.	L3
CO3	Gain practical experience with machine learning tools and technologies.	L4
CO4	Interpret and communicate machine learning results effectively.	L4

**MAPPING of COs and POs**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	<b>1</b>				<b>2</b>	<b>3</b>			
<b>CO2</b>		<b>2</b>	<b>2</b>				<b>2</b>		
<b>CO3</b>				<b>3</b>		<b>3</b>		<b>2</b>	
<b>CO4</b>		<b>2</b>		<b>2</b>			<b>1</b>		<b>2</b>
	<b>High – 3; Moderate – 2; Low - 1</b>								

**Dr Ambedkar Institute of Technology, Bengaluru-56**  
**Department of MBA**  
**Scheme and Syllabus – CBCS 2024 Onwards**

**Business Analytics Elective**

Course Title	<b>Predictive Analytics</b>						
Course Code	<b>MBAT418</b>						
Category	<b>Professional Elective Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>		<b>Total Max. marks=100</b>		<b>Duration of SEE: 03 Hours</b>		

**COURSE OBJECTIVES:**

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

<b>UNIT I</b>	<b>8 hours</b>
<b>Introduction to Predictive Analytics</b>	
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.	
<b>UNIT II</b>	<b>8 hours</b>
<b>Data Collection and Preparation</b>	
Data Sources and Collection: Types of data (structured vs. unstructured)/ Data collection methods and tools. Data Cleaning and Preparation: Handling missing data. Data normalization and transformation, Data Preparation Using Excel or Python/R for data cleaning and preparation.	
<b>UNIT III</b>	<b>9 hours</b>
<b>Predictive Modeling Techniques</b>	
<b>Regression Models :</b> 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). <b>Time Series Analysis:</b> Components of time series data. ARIMA models.	

**UNIT IV****7 hours**

**Introduction to Machine Learning:** Supervised vs. unsupervised learning. Key algorithms (k-means clustering, support vector machines). **Model Evaluation and Validation:** Cross-validation techniques. Bias-variance trade-off.

**UNIT V****8 hours****Big Data and Predictive Analytics**

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.

**TEACHING LEARNING PROCESS:** Chalk and Talk, power point presentation, videos, Case Study

**COURSE OUTCOMES:**

Sl. No.	Description	Blooms Level
CO1	Understand the principles and applications of predictive analytics in business.	L1/L2
CO2	Develop skills to build, evaluate, and apply predictive models.	L3
CO3	Use tools and techniques to make data-driven business decisions.	L4
CO4	Analyze real-world case studies to apply predictive analytics concepts.	L4

**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
4. Hands-On Predictive Analytics with R: Build effective predictive models with R by Ashish Kumar and Amit S. Ranjan
5. The Elements of Statistical Learning: Data Mining, Inference, and Prediction by Trevor Hastie, Robert Tibshirani, and Jerome Friedman

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

**EBOOKS/ONLINE RESOURCES**

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

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

### **SCHEME FOR EXAMINATIONS**

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

### **MAPPING of COs with POs and PSOs**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	<b>1</b>				<b>2</b>	<b>3</b>			
<b>CO2</b>		<b>2</b>	<b>2</b>				<b>2</b>		
<b>CO3</b>				<b>3</b>		<b>3</b>		<b>2</b>	
<b>CO4</b>		<b>2</b>		<b>2</b>			<b>1</b>		<b>2</b>
<b>Strength of correlation: Low-1, Medium- 2, High-3</b>									

**Dr.Ambedkar Institute of Technology, Bengaluru-56**  
**Department of MBA**  
**Scheme and Syllabus - CBCS 2024 Onwards**

**Business Analytics Elective**

Course Title	<b>Digital Analytics</b>						
Course Code	<b>MBAT419</b>						
Category	<b>Professional Elective Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching Hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>		<b>Total Max. marks=100</b>		<b>Duration of SEE:03 Hours</b>		

**COURSE OBJECTIVES:**

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

<p><b>Module 1: Introduction to Digital Analytics</b> <span style="float: right;"><b>(7 hours)</b></span>  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.</p>
<p><b>Module 2: Digital Analytics Tools and Platforms</b> <span style="float: right;"><b>(8 hours)</b></span>  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.</p>
<p><b>Module 3: Data Collection and Integration</b> <span style="float: right;"><b>(7 hours)</b></span>  <b>Data Collection Methods:</b> Website tracking and tagging. Event tracking (e.g., clicks, downloads, video views). <b>Integrating Data Sources:</b> Combining data from multiple platforms (e.g., CRM, social media).Data import/export techniques.</p>
<p><b>Module 4: Web Analytics Fundamentals</b> <span style="float: right;"><b>(8 hours)</b></span>  Website Performance Metrics: Traffic sources, user behavior and engagement metrics. Conversion tracking and attribution models. Analyzing Website Performance: Analyzing traffic patterns and user flow. Identifying and interpreting key metrics.</p>

<b>Module 5: Social Media Analytics</b>	<b>(10 hours)</b>
Introduction to Social Media Analytics: Key metrics and KPIs for social media. Tools for social media analysis (e.g., Facebook Insights, Twitter Analytics). Analyzing Social Media Campaigns: Engagement metrics, reach and sentiment analysis. Influencer and brand performance evaluation.	
Introduction to Mobile Analytics: Key metrics for mobile apps (e.g., app installs, user retention). Tools for mobile app analytics (e.g., Firebase, Flurry). Analyzing Mobile User Behavior: User flow, in-app events and lifetime value. Optimizing app performance and user experience.	

## COURSE OUTCOMES:

<b>TEACHING LEARNING PROCESS : Chalk and Talk, power point presentation, videos.</b>
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Sl. No.	Description	Blooms Level
CO1	Understand key concepts and metrics in digital analytics.	L1/L2
CO2	Develop skills to analyze and interpret digital marketing data.	L3
CO3	Utilize digital analytics tools to derive actionable insights.	L4
CO4	Apply digital analytics to real-world business scenarios.	L4

## TEXT BOOKS

1. "DigitalAnalytics101" by Jason Bur by and Shane Atchison
2. "Google Analytics: How to Measure Digital Marketing & Analytics in an Easy Way" by Nikolas R. Reichenbach
3. "Data Science for Business:What You Need to Know about Data Mining and Data- Analytic Thinking" by Foster Provost and Tom Fawcett
4. "MeasuringMarketing:110+KeyMetricsEveryMarketerNeeds"byJohnA.Davis
5. "Advanced Web Metrics with Google Analytics "by Brian Clifton

## EBOOKS/ONLINE RESOURCES

- [https://www.youtube.com/watch?v=jV\\_VqB40i2k](https://www.youtube.com/watch?v=jV_VqB40i2k)
- [researchgate.net/profile/Chaouki\\_Hannachi/post/.../digital-analytics.pdf](https://researchgate.net/profile/Chaouki_Hannachi/post/.../digital-analytics.pdf)
- <https://advertising.amazon.com/library/guides/digital-analytics>

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## SCHEME FOR EXAMINATIONS

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

**MAPPING of COs with POs & PSOs**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO 1</b>	<b>1</b>				<b>2</b>	<b>3</b>			
<b>CO 2</b>		<b>2</b>	<b>2</b>				<b>2</b>		
<b>CO 3</b>				<b>3</b>		<b>3</b>		<b>2</b>	
<b>CO 4</b>		<b>2</b>		<b>2</b>			<b>1</b>		<b>2</b>
<b>Strength of correlation: Low-1, Medium- 2,High-3</b>									

**Dr. Ambedkar Institute of Technology, Bengaluru-56**  
**Department of MBA**  
**Scheme and Syllabus-CBCS–2024 Onwards**

**Business Analytics Elective**

Course Title	<b>Strategy Analytics</b>						
Course Code	<b>MBAT420</b>						
Category	<b>Professional Elective Course</b>						
Scheme and Credits	No. of Hours/Week					Total teaching hours	Credits
	L	T	P	SS	Total		
	03	00	00	00	03	40	03
<b>CIE Marks: 50</b>	<b>SEE Marks: 50</b>		<b>Total Max. marks=100</b>		<b>Duration of SEE: 03Hours</b>		

**COURSE OBJECTIVES**

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

<b>UNIT I- Introduction to Strategy Analytics</b>	<b>06 hours</b>
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.	
<b>UNIT II-Strategic Management Fundamentals</b>	<b>10 hours</b>
Strategic Planning Process: Mission, vision, goals, and objectives. SWOT Analysis: Strengths, weaknesses, opportunities, and threats. Porter’s Five Forces: Industry analysis and competitive strategy. Key Performance Indicators (KPIs): Designing and using KPIs to track strategic goals. Balanced Score card: Integrating financial and non-financial performance metrics. Bench marking: Comparing performance against industry standards	
<b>UNIT III-Data-Driven Strategy Formulation</b>	<b>08 hours</b>
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.	
<b>UNIT IV- Analytical Tools and Techniques</b>	<b>08 hours</b>
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.	
<b>UNIT V- Advanced Analytical Methods</b>	<b>08 hours</b>
Big Data Analytics: Techniques for handling and analyzing large data sets. Machine Learning for Strategy: Basic concepts and applications in strategic analysis. Simulation and Scenario Analysis: Using simulations to evaluate strategic options.	
<b>TEACHING LEARNING PROCESS: Chalk and Talk, power point presentation, videos.</b>	

**COURSE OUTCOMES:**

<b>Sl. No.</b>	<b>Description</b>	<b>Blooms Level</b>
CO1	Understand the role of analytics in strategic decision-making.	L1/L2
CO2	Learn analytical techniques to support strategic planning and execution.	L3
CO3	Develop skills to interpret data and generate actionable insights for business strategy.	L4
CO4	Apply analytics to real-world strategic scenarios.	L4

**COURSE OUTCOMES:**

Sl. No.	Description	Blooms Level
CO1	Understand the role of analytics in strategic decision-making.	L1/L2
CO2	Learn analytical techniques to support strategic planning and execution.	L3
CO3	Develop skills to interpret data and generate actionable insights for business strategy.	L4
CO4	Apply analytics to real-world strategic scenarios.	L4

**TEXT BOOKS:**

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

**TOOLS AND SOFTWARE:**

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

**E-BOOKS/ONLINE 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>

**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.**

**SCHEME FOR EXAMINATIONS**

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

**Mapping of CO's with PO's & PSO's**

	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

**Strength of correlation: Low-1, Medium- 2, High-3**