



|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)

**SJB Institute of Technology**

An AUTONOMOUS INSTITUTION UNDER VISVESVARAYA TECHNOLOGICAL UNIVERSITY



Approved by AICTE, 2(f) and 12(B) recognized by UGC, New Delhi  
Accredited by NAAC, Accredited by NBA, Certified by ISO 9001 - 2015



# Autonomous PG Scheme & Syllabus

## Programme: MBA

MBA/MCA BLOCK

**SCHEME  
2023**

SJBIT ADMINISTRATIVE BLOCK

III to IV semester



SERVICETOMANKINDISSERVICETOGOD

**His Divine Soul Padmabhushana**

**Sri Sri Sri Dr. Balagangadharanath Maha Swamiji**

*Founder President, Sri Adichunchanagiri Shikshana Trust®*



**Belief in God is not ignorance or illusion. It is a belief that there is an unseen, ineffable Power that transcends all our powers of muscles, mind and lives.**



**His Holiness Parama Pujya**

**Sri Sri Sri Dr. Nirmalanandanatha Maha Swamiji**

*President, Sri Adichunchanagiri Shikshana Trust®*

**True richness is the generosity of heart. Cultivate it and work to help the less fortunate ones in life.**

**Revered Sri Sri Dr. Prakashanatha Swamiji**

**Managing Director, BGS & SJB Group of Institutions & Hospitals**



**People and prosperity follow the path which the leaders take. So the elders and leaders should make sure that they give the right lead and take the right path.**





### AUTONOMOUS SCHEME - PG - MBA 2nd Year

SCHEME:	2023			Aca. Year.: 2023-24	Date:05.11.2024
<b>SEM: III (Core Specialization)</b>					

SL No	Course Type	Course type Count	Course Code				Teaching Dept.	QP setting dept	Credits	Teaching Hrs/Week				Examinations				
			Marketing	Finance	Human Resource	Business Analytics				L	T	P	S	CIE Marks	SEE			Tot. Marks
															Dur.	Th. Mrks	Lab. Mrks.	
1	PCC	13	23MBAC301	23MBAC301	23MBAC301	23MBAC301	MBA	MBA	3	3	0	0	50	03	50	-	100	
2	PCC	14	23MBAC302	23MBAC302	23MBAC302	23MBAC302			3	3	0	0	50	03	50	-	100	
3	PEC	1	23MBAM303	23MBAF303	23MBAH303	23MBAB303			3	3	0	0	50	03	50	-	100	
4	PEC	2	23MBAM304	23MBAF304	23MBAH304	23MBAB304			3	3	0	0	50	03	50	-	100	
5	PEC	3	23MBAM305	23MBAF305	23MBAH305	23MBAB305			3	3	0	0	50	03	50	-	100	
6	PEC	4	23MBAM306	23MBAF306	23MBAH306	23MBAB306			3	3	0	0	50	03	50	-	100	
7	INT	1	INTERNSHIP (23MBAI307)				MBA	MBA	4	0	0	0	@	50			50	100
8	AEC	5	Power BI Using Python (23MBAA308)				IE	IE	2	0	0	4		50	03	50	-	100
9	AEC	6	Soft Skills for Employability-III (23MBAA309)				IE	IE	1	0	0	2		50	02	50	-	100
<b>Total</b>									<b>25</b>	<b>18</b>	<b>0</b>	<b>6</b>		<b>450</b>	<b>23</b>	<b>400</b>	<b>50</b>	<b>900</b>

PCC: Professional Core Course, PEC: Professional Elective Course, AEC: Ability Enhancement Course {I.E.-Industry Experts}. Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload, INT: The student shall undergo mandatory Internship/ Organisation study as per the Scheme of Teaching and Examination under the guidance of one of the faculty members of the Department. @: Compulsorily through PBL/ABL/SL/Others. SLC: Self Learning Courses -10 to 15 courses shall be defined at the beginning of the course. Student shall select one course of their interest. Each student shall be allotted Mentors to guide through their course. Weekly assignment reviews shall be done by Mentors. Course shall be completed between 1st and 3rd Semester. Rubrics & Methodology shall be defined separately.



### AUTONOMOUS SCHEME - PG - MBA 2nd Year

SCHEME: 2023

Aca. Year.: 2023-24

Date: 05.11.2024

SEM: III (Dual Specialization)

SL No	Course Type	Course type Count	Course Code						Teaching Dept.	QP setting dept	Credits	Teaching Hrs/Week				Examinations					
			Marketing & Finance	Finance & Human Resource	Human Resource & Marketing	Marketing & Business Analytics	Finance & Business Analytics	Human Resource & Business Analytics				L	T	P	S	CIE Marks	SEE			Tot. Marks	
																	Dur.	Th. Mrks	Lab. Mrks.		
1	PCC	13	23MBAC301	23MBAC301	23MBAC301	23MBAC301	23MBAC301	23MBAC301	MBA	MBA	3	3	0	0	0	50	03	50	-	100	
2	PCC	14	23MBAC302	23MBAC302	23MBAC302	23MBAC302	23MBAC302	23MBAC302	MBA	MBA	3	3	0	0	0	50	03	50	-	100	
3	PEC	1	23MBAM303	23MBAF303	23MBAH303	23MBAM303	23MBAF303	23MBAH303	MBA	MBA	3	3	0	0	0	50	03	50	-	100	
4	PEC	2	23MBAM304	23MBAF304	23MBAH304	23MBAM304	23MBAF304	23MBAH304	MBA	MBA	3	3	0	0	0	50	03	50	-	100	
5	PEC	3	23MBAF303	23MBAH303	23MBAM303	23MBAB303	23MBAB303	23MBAB303	MBA	MBA	3	3	0	0	0	50	03	50	-	100	
6	PEC	4	23MBAF304	23MBAH304	23MBAM304	23MBAB304	23MBAB304	23MBAB304	MBA	MBA	3	3	0	0	0	50	03	50	-	100	
7	INT	1	INTERNSHIP (23MBAI307)						MBA	MBA	4	0	0	0	@	50			50	100	
8	AEC	5	Power BI Using Python (23MBAA308)						I.E.	I.E.	2	0	0	4		50	03	50	-	100	
9	AEC	6	Soft Skills for Employability-III (23MBAA309)						I.E.	I.E.	1	0	0	2		50	02	50	-	100	
<b>Total</b>												<b>25</b>	<b>18</b>	<b>0</b>	<b>6</b>		<b>450</b>	<b>23</b>	<b>400</b>	<b>50</b>	<b>900</b>

PCC: Professional Core Course, PEC: Professional Elective Course, SLC: Self Learning Course, AEC: Ability Enhancement Course {I.E.-Industry Experts}. Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload. INT: The student shall undergo mandatory Internship/Organisation study as per the Scheme of Teaching and Examination under the guidance of one of the faculty members of the Department. @: Compulsorily through PBL/ABL/SL/Others. SLC: Self Learning Courses -10 to 15 courses shall be defined at the beginning of the course. Student shall select one course of their interest. Each student shall be allotted Mentors to guide through their course. Weekly assignment reviews shall be done by Mentors. Course shall be completed between 1st and 3rd Semester. Rubrics & Methodology shall be defined separately.



### AUTONOMOUS SCHEME - PG - MBA 2nd year

<b>SCHEME:</b>	<b>2023</b>		<b>Aca. Year.: 2023-24</b>	<b>Date: 05.11.2024</b>
<b>SEM:</b>	<b>III</b>			

#### Core Courses

Subject Code	Title of the Subject
23MBAC301	RESEARCH METHODOLOGY AND IPR
23MBAC302	STRATEGIC MANAGEMENT

#### Specialisation Courses

Marketing		Finance		Human Resource		Business Analytics	
Professional Elective Courses		Professional Elective Courses		Professional Elective Courses		Professional Elective Courses	
Subject Code	Title of the subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject
23MBAM303	Consumer Behaviour	23MBAF303	Tax Compliance and Management	23MBAH303	Talent Acquisition	23MBAB303	Introduction to Python data and Control System
23MBAM304	Services Marketing	23MBAF304	Investment analysis and Portfolio Management	23MBAH304	Industrial Relation and Legislation	23MBAB304	Business Analytics and Intelligence
23MBAM305	Sales and Retail Management	23MBAF305	Investment Banking	23MBAH305	Strategic HRM	23MBAB305	Marketing, Web and Social Media Analytics
23MBAM306	Business Marketing	23MBAF306	Project Analysis and Risk Management	23MBAH306	Leadership and Organization Development	23MBAB306	Predictive Analytics
23MBAI307	INTERNSHIP	23MBAI307	INTERNSHIP	23MBAI307	INTERNSHIP	23MBAI307	INTERNSHIP



## AUTONOMOUS SCHEME- PG - MBA 2nd year

SCHEME: **2023**      Aca. Year.: **2023-24**      Date: **05.11.2024**

### SEM: IV (Core Specialization)

Course Type	Course type Count	Course Code				Teaching Dept.	QP setting dept	Credits	Teaching Hrs/Week				Examinations				
		Marketing	Finance	Human Resource	Business Analytics				L	T	P	S	CIE Marks	SEE			Tot. Marks
														Dur.	Th. Mrks	Lab. Mrks.	
PCC	15	23MBAC401	23MBAC401	23MBAC401	23MBAC401	MBA	MBA	3	3	0	0	50	03	50	-	100	
PCC	16	23MBAC402	23MBAC402	23MBAC402	23MBAC402			3	3	0	0	50	03	50	-	100	
PEC	5	23MBAM403	23MBAF403	23MBAH403	23MBAB403			3	3	0	0	50	03	50	-	100	
PEC	6	23MBAM404	23MBAF404	23MBAH404	23MBAB404			3	3	0	0	50	03	50	-	100	
PEC	7	23MBAM405	23MBAF405	23MBAH405	23MBAB405			3	3	0	0	50	03	50	-	100	
PEC	8	23MBAM406	23MBAF406	23MBAH406	23MBAB406			3	3	0	0	50	03	50	-	100	
PRJ	1	Project Work (23MBAP407)								6	0	0	0	@	50		50
AEC	7	SPSS( Statistical package for Social Sciences) (23MBAA408)				I.E.	I.E.	2	0	0	4		50	03	50	-	100
SLC	1	NPTEL/ SWAYAM COURSE (23MBAS409)				MBA	MBA	2	0	0	0	@	50	03	50		100
AEC	8	Soft Skills for Employability-IV (23MBAA410)				I.E.	I.E.	1	0	0	2		50	02	50	-	100
<b>Total</b>								<b>29</b>	<b>18</b>	<b>0</b>	<b>6</b>		<b>500</b>	<b>26</b>	<b>450</b>	<b>50</b>	<b>1000</b>

PCC: Professional Core Course, PEC: Professional Elective Course, SLC: Self Learning Courses -10 to 15 courses shall be defined at the beginning of the course. Student shall select one course of their interest. Each student shall be allotted Mentors to guide through their course. Weekly assignment reviews shall be done by Mentors. Course shall be completed between 1st and 3rd Semester. Rubrics & Methodology shall be defined separately. AEC: Ability Enhancement Course {I.E.-Industry Experts}. Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload. PRJ: The student shall undergo mandatory Project Work independently as per the Scheme of Teaching and Examination under the guidance of one of the faculty members of Department. @: Compulsorily through PBL/ABL/SL/Others.



### AUTONOMOUS SCHEME - PG - MBA 2nd Year

SCHEME: **2023**      Aca. Year.: **2023-24**      Date: **05.11.2024**

#### SEM: IV (Dual Specialization)

SL No	Course Type	Course Count	Course Code						Teaching Dept.	QP setting dept	Credits	Teaching Hrs/Week				Examinations					
			Marketing & Finance	Finance & Human Resource	Human Resource & Marketing	Marketing & Business Analytics	Finance & Business Analytics	Human Resource & Business Analytics				Lecture	T	P	S	CIE Marks	SEE			Tot. Marks	
																	Dur.	Th. Mrks	Lab. Mrks.		
1	PCC	15	23MBAC401	23MBAC401	23MBAC401	23MBAC401	23MBAC401	23MBAC401	MBA	MBA	3	3	0	0		50	03	50	-	100	
2	PCC	16	23MBAC402	23MBAC402	23MBAC402	23MBAC402	23MBAC402	23MBAC402	MBA	MBA	3	3	0	0		50	03	50	-	100	
3	PEC	5	23MBAM403	23MBAF403	23MBAH403	23MBAM403	23MBAF403	23MBAH403	MBA	MBA	3	3	0	0		50	03	50	-	100	
4	PEC	6	23MBAM404	23MBAF404	23MBAH404	23MBAM404	23MBAF404	23MBAH404	MBA	MBA	3	3	0	0		50	03	50	-	100	
5	PEC	7	23MBAF403	23MBAH403	23MBAM403	23MBAB403	23MBAF403	23MBAB403	MBA	MBA	3	3	0	0		50	03	50	-	100	
6	PEC	8	23MBAF404	23MBAH404	23MBAM404	23MBAB404	23MBAF404	23MBAB404	MBA	MBA	3	3	0	0		50	03	50	-	100	
7	PRJ	1	Project Work (23MBAP407)								6	0	0	0	@	50			50	100	
8	AEC	7	SPSS( Statistical package for Social Sciences) (23MBAA408)						IE	IE	2	0	0	4		50	03	50	-	100	
9	SLC	1	NPTEL/ SWAYAM COURSE (23MBAS409)						MBA	MBA	2	0	0	0	@	50	03	50		100	
10	AEC	8	Soft Skills for Employability-IV (23MBAA410)						IE	IE	1	0	0	2		50	2	50	-	100	
<b>Total</b>												<b>29</b>	<b>18</b>	<b>0</b>	<b>6</b>		<b>500</b>	<b>26</b>	<b>450</b>	<b>50</b>	<b>1000</b>

PCC: Professional Core Course, PEC: Professional Elective Course, SLC: Self Learning Courses -10 to 15 courses shall be defined at the beginning of the course. Student shall select one course of their interest. Each student shall be allotted Mentors to guide through their course. Weekly assignment reviews shall be done by Mentors. Course shall be completed between 1st and 3rd Semester. Rubrics & Methodology shall be defined separately. AEC: Ability Enhancement Course {I.E.-Industry Experts}. Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload. PRJ: The student shall undergo mandatory Project Work independently as per the Scheme of Teaching and Examination under the guidance of one of the faculty members of the Department. @: Compulsorily through PBL/ABL/SL/Others.





## AUTONOMOUS SCHEME PG - MBA 2nd year

<b>SCHEME</b>	2023		<b>Aca. Year.:</b> 2023-24		<b>Date:</b> 05.11.2024
<b>SEM:</b>	IV				

### Core Courses

Subject Code	Title of the Subject
23MBAC401	DESIGN THINKING AND INNOVATION
23MBAC402	INTERNATIONAL BUSINESS

### Specialisation Courses

Marketing		Finance		Human Resources		Business Analytics	
Professional Elective Courses		Professional Elective Courses		Professional Elective Courses		Professional Elective Courses	
Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject
23MBAM403	Strategic Brand Management	23MBAF403	Mergers, Acquisitions and Corporate Restructuring	23MBAH403	Conflict & Negotiation Management	23MBAB403	Machine Learning
23MBAM404	Integrated Marketing Communication	23MBAF404	GST and Custom Duty	23MBAH404	HR Analytics	23MBAB404	Big Data
23MBAM405	International Marketing Management	23MBAF405	International Financial Management	23MBAH405	Global Human Resource Management	23MBAB405	Web Analytics
23MBAM406	Logistic and Supply Chain Management	23MBAF406	Financial Derivatives	23MBAH406	Personal Growth and Interpersonal Effectiveness	23MBAB406	Business Statistics and Analysis for Decision Making
23MBAP407	Project work	23MBAP407	Project work	23MBAP407	Project work	23MBAP407	Project work



|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust \*

## SJB Institute of Technology

(An Autonomous Institute under Visvesvaraya Technological University, Belagavi)  
Approved by AICTE, New Delhi, Recognised by UGC, New Delhi with 2(f) and 12(B)  
Accredited by NAAC with 'A+' Grade, Accredited by National Board of Accreditation  
No. 67, BGS Health & Education City, Dr. Vishnuvardhan Road, Kengeri, Bengaluru-560060



### Department of Management Studies (MBA)

### Self-Learning course list for PG MBA- 2024

Scheme: 2023

Release date: JUL - 24

Self-Learning course- 1 (NPTEL)		
Course Code	Course Title	NPTEL Code
23MBAS409	Organizational Behavior	noc24-mg87
23MBAS409	E-Business	noc24-mg92
23MBAS409	Business to Business Marketing (B2B)	noc24-mg91
23MBAS409	Entrepreneurship	noc24-mg93
23MBAS409	Operations and Supply Chain Management	noc24-mg106
23MBAS409	Strategic Sales Management	noc24-mg129
23MBAS409	Project Management for Managers	noc24-mg116
23MBAS409	Marketing Management	noc24-mg127
23MBAS409	Decision Making with Spreadsheet	noc24-mg90
23MBAS409	Financial Accounting	noc24-mg81

*Ma the J*  
HOD 29/11/24

*[Signature]*  
Academic Dean

*[Signature]*  
Principal  
25.12.2024



**Master of Business Administration (MBA)**

<b>Table of Content (3<sup>rd</sup> Semester)</b>			
Sl. No	Subject code	Subject	Pg No
1	23MBAC301	Research Methodology and IPR	1-4
2	23MBAC302	Strategic Management	5-7
3	23MBAM303	Consumer Behaviour	8-11
4	23MBAM304	Services Marketing	12-14
5	23MBAM305	Sales and Retail Management	15-17
6	23MBAM306	Business Marketing	18-20
7	23MBAF303	Tax Compliance and Management	21-23
8	23MBAF304	Investment Analysis and Portfolio Management	24-26
9	23MBAF305	Investment Banking	27-29
10	23MBAF306	Project Analysis and Risk Management	30-32
11	23MBAH303	Talent Acquisition	33-36
12	23MBAH304	Industrial Relation and Legislation	37-39
13	23MBAH305	Strategic HRM	40-43
14	23MBAH306	Leadership and Organization Development	44-46
15	23MBAB303	Introduction to Python Data and Control System	47-49
16	23MBAB304	Business Analytics and Intelligence	50-52
17	23MBAB305	Marketing, Web and Social Media Analytics	53-55
18	23MBAB306	Predictive Analytics	56-58
19	23MBAA308	Power Bi Using Python	59-61
20	23MBAA309	Soft skills for Employability - III	62-64



**Master of Business Administration (MBA)**

<b>Table of Content (4<sup>th</sup> Semester)</b>			
Sl. No	Subject code	Subject	Pg No
1	23MBAC401	Design thinking and innovation	65-68
2	23MBAC402	International business	69-71
3	23MBAM403	Strategic brand management	72-74
4	23MBAM404	Integrated marketing communication	75-77
5	23MBAM405	International marketing management	78-80
6	23MBAM406	Logistic and supply chain management	81-83
7	23MBAF403	Mergers, acquisitions and corporate restructuring	84-86
8	23MBAF404	GST and custom duty	87-89
9	23MBAF405	International Financial Management	90-92
10	23MBAF406	Financial derivatives	93-95
11	23MBAH403	Conflict & negotiation management	96-99
12	23MBAH404	HR analytics	100-102
13	23MBAH405	Global Human Resource Management	103-105
14	23MBAH406	Personal Growth and Interpersonal Effectiveness	106-108
15	23MBAB403	Machine Learning	109-111
16	23MBAB404	Big data	112-114
17	23MBAB405	Web analytics	115-117
18	23MBAB406	Business statistics and Analysis for decision making	118-120
19	23MBAA408	SPSS(Statistical package for Social Sciences)	121-124
20	23MBAA410	Soft Skills for Employability-IV	125-127



|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)

# SJB Institute of Technology

BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060

Approved by AICTE, New Delhi.

Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi

Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015

Recognized by UGC, New Delhi with 2(f) & 12 (B)



## Master of Business Administration (MBA)

<b>Semester:</b>	III	<b>Course Type:</b>	PCC		
<b>Course Title: RESEARCH METHODOLOGY AND IPR</b>					
<b>Course Code:</b>	23MBAC301		<b>Credits:</b>		03
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}			3:0:0:0	<b>Total Hours:</b>	40
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50	<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory			<b>Exam Hours:</b>	03
<b>I. Course Objectives:</b>					
<ol style="list-style-type: none"> <li>To understand the basic components of research design</li> <li>To Gain an insight into the applications of research methods</li> <li>To equip students with various research analytical tools used in business research</li> <li>To provide the insights of IPR and IPR system in India</li> </ol>					
<b>II. Teaching-Learning Process (General Instructions):</b>					
Mention the planned/proposed sample Strategies, which teachers can use to accelerate the attainment of the various course outcomes.					
<b>Pre-requisites (Self Learning):</b> A basic understanding of research design, hypothesis testing, familiarity with intellectual property concepts such as patents, copyrights, trademarks, and trade secrets, analytical thinking and problem-solving skills is essential					
<b>III. COURSE CONTENT</b>					
<b>III(a). Theory PART</b>					
<b>Module-1: Introduction to Business Research</b>					8 Hrs
<p>Meaning, types, process of research, Research Application in business decisions, Ethical issues in business research. Features of a good research study.</p> <p><b>Business Research Design:</b> Meaning, types</p> <p><b>Exploratory Research:</b> Meaning, methods-Literature search, experience survey, focus groups and comprehensive case methods</p> <p><b>Conclusive Research Design:</b> Descriptive Research, Meaning, Types-Cross sectional studies and longitudinal studies.</p> <p><b>Experimental Research Design:</b> Meaning and classification of experimental designs-Pre experimental design, True experimental design, Quasi-experimental design, Statistical experimental design.</p> <p><b>Textbook:</b></p> <ol style="list-style-type: none"> <li><b>Research Methodology:</b> C R Kothari, Viswa Prakasam Publication, 2014.</li> <li><b>Business Research Methods:</b> Donald R. Cooper &amp; Pamela s Schindler, TMH/9e/2007</li> </ol>					
<b>RBT Levels:</b> L1,L2					
<b>Module-2: Sampling and Data collection</b>					8 Hrs

<p><b>Sampling:</b> Concepts, Types of Sampling, Probability Sampling: simple random sampling, systematic sampling, stratified random sampling, cluster sampling, Non Probability Sampling: convenience sampling- judgmental sampling, snowball sampling, quota sampling, Errors in sampling</p> <p><b>Data Collection:</b> Meaning, Primary Data collection methods: Observations, survey and interview techniques, Questionnaire, Secondary data Sources: sources, advantages and disadvantages.</p> <p><b>Measurement and Scaling Techniques:</b> Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert Scale, Semantic Differential Scale, Thurston scale, Multi-Dimensional Scaling: Non comparative scaling techniques</p> <p><b>Textbook:</b></p> <p><b>1. Research Methodology: C R Kothari, Viswa Prakasam Publication, 2014.</b></p> <p><b>2. Business Research Methods: Donald R. Cooper &amp; Pamela s Schindler, TMH/9e/2007</b></p>	
<b>RBT Levels:L5</b>	
<b>Module-3:Data Processing and Report writing</b>	8 Hrs
<p><b>Data Processing:</b> Editing, Coding, Classification, Tabulation, Validation. Analysis and Interpretation</p> <p><b>Report Writing:</b> Report writing and presentation of results, Importance of report writing, types of research reports, Report structure.</p> <p><b>Textbook:</b></p> <p><b>1. Research Methodology: C R Kothari, Viswa Prakasam Publication, 2014.</b></p> <p><b>2. Business Research Methods: Donald R. Cooper &amp; Pamela s Schindler, TMH/9e/2007</b></p>	
<b>RBT Levels:L6</b>	
<b>Module-4:Data Analysis using SPSS</b>	8 Hrs
<p><b>Data Analysis using SPSS:</b> Data view window – SPSS Syntax – Data creation – Importing data – Variable types in SPSS and Defining variables – Creating a Codebook in SPSS.</p> <p>Computing Variables - Recoding (Transforming) Variables: Recoding Categorical String Variables using Automatic Recode - Rank Cases - Sorting Data - Grouping or Splitting Data</p> <p>Descriptive Statistics for Continuous Variables.</p> <p>Inferential Statistics for Association: Pearson Correlation, Chi-square Test of Independence – Inferential Statistics for Comparing Means: One Sample t Test, Paired Samples T Test, Independent Samples T Test, One-Way ANOVA.</p> <p><b>Guide:</b></p> <p>1. IBM 2016, IBM Knowledge Center: SPSS Statistics, IBM, viewed 18 May 2016, <a href="https://www.ibm.com/support/knowledgecenter/SSLVMB/welcome/">https://www.ibm.com/support/knowledgecenter/SSLVMB/welcome/</a></p> <p>2. HOW TO USE SPSS ® A Step-By-Step Guide to Analysis and Interpretation, Brian C. Cronk, Tenth edition published in 2018 by Routledge.</p> <p>3. SPSS for Intermediate Statistics: Use and Interpretation, Nancy L. Leech et. al., Second edition published in 2005 by Lawrence Erlbaum Associates, Inc.</p> <p>4. Using IBM SPSS statistics for research methods and social science statistics, William E. Wagner, Fifth edition published in 2015 by SAGE Publications, Inc.</p> <p><b>Textbook:</b></p> <p><b>1.Marketing Research- Text and cases, Dr. Rajendra Nargundkar, Tata McGrawHill publication, 3<sup>rd</sup> Edition</b></p>	
<b>RBT Levels:L5, L6</b>	
<b>Module-5:Intellectual Property Rights</b>	8 Hrs
<p><b>Intellectual Property Rights:</b> Meaning and Concepts of Intellectual Property, Nature and Characteristics of Intellectual Property, Kinds of Intellectual Property, Intellectual Property System in India, IPRs- Invention and Creativity- Intellectual Property-Importance and Protection of Intellectual Property Rights (IPRs)</p> <p>A brief summary of: Patents, Copyrights, Trademarks, TRIPS and TRIMS, Industrial Designs-</p>	

Integrated Circuits-Geographical Indications-Establishment of WIPO-Application and Procedures. Intellectual Property Rights. India, IN: Neeraj, P., &Khusdeep, D. (2014). PHI learning Private Limited.

**Textbook:**

1. David I. Bainbridge, Intellectual Property, Longman, 9th Edition, 2012.
2. Intellectual Property Rights: Protection and Management. India, IN: Nithyananda, K V
3. Cengage Learning India Private Limited, 2019.
4. Principles of Intellectual Property N.S. Gopalakrishnan & T.G. Ajitha, , Eastern Book
5. Company, 2nd Edition, 2014.

RBT Levels:L1,L2

**IV. COURSE OUTCOMES**

CO1	Understand various research approaches, techniques and strategies in the appropriate in business
CO2	Apply a range of quantitative / qualitative research techniques to business and day to day management problems.
CO3	Demonstrate knowledge and understanding of data analysis, interpretation and report writing.
CO4	Develop necessary critical thinking skills in order to evaluate different research approaches in Business.
CO5	Discuss various forms of the intellectual property, its relevance and business impact in the changing global business environment and leading International Instruments concerning IPR

**V. CO-PO-PSO MAPPING(mark H=3; M=2; L=1)**

PO/P SO	1	2	3	4	5	PSO 1	PSO 2	PSO 3	PSO 4							
CO1		3				3										
CO2			3						3							
CO3		3														
CO4			3				3									
CO5					3			3								

**VI. Assessment Details (CIE & SEE)**

**General Rules:** Refer appendix section1

**Continuous Internal Evaluation(CIE):** Refer appendix section1

**Semester End Examination(SEE):** Refer appendix section1

**VII. Learning Resources**

**VII(a): Textbooks:**

Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
1	Research Methodology	C R Kothari	2014	Viswa Prakasam Publication
2	Business Research Methods:	Donald R. Cooper & Pamela s Schindler	2007	TMH/9e/
3	Intellectual Property Rights. India, IN	Neeraj, P., &Khusdeep, D	(2014)	PHI learning Private Limited
4	Intellectual Property,	David I. Bainbridge, Longman	2012	9th Edition

5	Intellectual Property Rights: Protection and Management. India, IN:	Nithyananda, K V	2019	Cengage Learning India Private Limited,
<b>VII(b): Reference Books:</b>				
1	Principles of Intellectual Property N.S., Eastern Book Company	Gopalakrishnan & T.G. Ajitha	2014	2nd Edition
2	Research Methods	M M Munshi & K Gayathri Reddy	2015	HPH
<b>VII(c): Web links and Video Lectures (e-Resources):</b>				
<a href="https://www.udemy.com/course/spss-for-research/?couponCode=ST2MT43024">https://www.udemy.com/course/spss-for-research/?couponCode=ST2MT43024</a> <a href="https://edurev.in/courses/14233_SPSS-For-Beginners">https://edurev.in/courses/14233_SPSS-For-Beginners</a>				
<b>VIII: Activity Based Learning / Practical Based Learning/Experiential learning:</b>				
Activities like seminar, assignments, quiz, case studies, mini projects, industry visit, self-study activities, group discussions, etc				





|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)  
**SJB Institute of Technology**

BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060

Approved by AICTE, New Delhi.

Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi

Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015

Recognized by UGC, New Delhi with 2(f) & 12 (B)



### Master of Business Administration (MBA)

<b>Semester:</b>	III	<b>Course Type:</b>	PCC		
<b>Course Title: STRATEGIC MANAGEMENT</b>					
<b>Course Code:</b>	23MBAC302	<b>Credits:</b>			3
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}			3:0:0:0	<b>Total Hours:</b>	40
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50	<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory			<b>Exam Hours:</b>	3
<b>I. Course Objectives:</b>					
<ol style="list-style-type: none"> <li>1. To facilitate the students in understanding the concept of strategy, strategic process and its impact on functional, divisional and corporate levels.</li> <li>2. To enable the students to learn the major initiatives taken by the company's top management on behalf of corporate, involving resources and performance in external environment.</li> <li>3. To ensure specifying the organization's mission, vision and objectives, developing policies and plans to understand the analysis and implementation of strategic management in strategic business units.</li> <li>4. To familiarize students with creative strategy in business and to familiarize with crafting, execution and control of strategy</li> </ol>					
<b>II. Teaching-Learning Process (General Instructions):</b>					
Interactive Lectures, Real-World Examples, Case Studies, Group Discussions, Guest Speakers, Field Visits, Research Projects, Role-Playing Exercises, Assessment Methods, Feedback Mechanism					
<b>Pre-requisites (Self Learning):</b> The prerequisites for studying strategic management include a strong foundation in business fundamentals such as finance, marketing, operations, and organizational behavior. Additionally, students should have analytical skills, critical thinking abilities, and a good understanding of economic principles.					
<b>III. COURSE CONTENT</b>					
<b>III(a).Theory PART</b>					
<b>Module-1:Introduction to Strategic Management</b>					8 Hrs
Meaning of strategy and strategic management, Types of Strategies, Importance and relevance, Stages of strategic management, benefits of strategic management, The Strategic Management Process – Relationship between a Company’s Strategy and its Business Model. Strategic planning process, Importance of vision and mission statement, Developing Strategic Vision and Mission for a company–Setting Strategic Objectives, Policies and Goals, Balanced score card, McKinsey 7S Model. 21st century challenges in strategic management. <b>Reference: Strategic Management: An Integrated Approach Charles, W L Hill, Gareth R Jones, Cengage Learning, 10/e, 2005</b>					
<b>RBT Levels: L1, L2</b>					
<b>Module-2:Environmental Analysis</b>					8 Hrs

The Strategically relevant components of a Company's external environment – Industry Analysis, Industry's dominant economic features, Competitive Environment Analysis – PESTEL, Porter's five force model, Industry driving forces, key success factors: concept and implementation, Value Chain Analysis. Internal Analysis: SWOT Analysis, Bench marking, Creating Competitive Advantage, Resource based view.

**Reference: Strategic Management: An Integrated Approach Charles, W L Hill, Gareth R Jones, Cengage Learning, 10/e, 2005**

**RBT Levels: L1, L2, L3**

**Module-3: FORMULATION-I**

8 Hrs

**Generic Competitive Strategies:** Low-cost provider Strategy, Differentiation Strategy, Best cost provider Strategy, Focused Strategy, International Business level Strategies – Strategic Alliances and Collaborative Partnerships, Joint Ventures, Mergers and Acquisition Strategies, and its relevance, Outsourcing Strategies.

**Reference: Strategic Management: Theory and Practice, John Parnell, Sage Publication Inc., 2013**

**RBT Levels:L2, L3, L4**

**Module-4:STRATEGY FORMULATION-II**

8 Hrs

**Formulating Long Term and Grand Strategies** – Competing in the foreign markets – Entry strategies – Quest for competitive advantage in foreign markets. Setting and Qualifying long-term objectives for Grand Strategies – Innovation, Integration and diversification – Conglomerate Diversification, Retrenchment, Restructuring and turnaround Strategies, GE nine cell planning grid and BCG matrix.

**Reference: Strategic Management: Theory and Practice, John Parnell, Sage Publication Inc., 2013.**

**RBT Levels:L3, L4, L5**

**Module-5:Strategy Implementation and Control**

8 Hrs

Operationalizing strategy, Annual Objectives, Developing Functional Strategies, Developing and communicating concise policies. Institutionalizing the strategy, Structure, Leadership and Culture. Ethical Process and Corporate Social Responsibility. **Strategic control:** Guiding and evaluating strategies, Establishing Strategic controls, Operational Control Systems, Monitoring performance and evaluating deviations, challenges of Strategy Implementation.

**Reference: Strategic Management: Building and Sustaining Competitive Advantage, Robbert A Pitts & David Lei, Cengage Learning, 4/e, 2004**

**RBT Levels:L4, L5, L6**

#### IV. COURSE OUTCOMES

<b>CO1</b>	Understand and Apply knowledge of strategic management theories and concepts to solve business problems
<b>CO2</b>	Ability to foster critical thinking skills with respect to strategy formulation, implementation and control in organizations
<b>CO3</b>	Ability to appreciate and develop value-based leadership
<b>CO4</b>	Ability to analyse and communicate global, economic and ethical aspects of business using business strategies

#### V. CO-PO-PSO MAPPING(mark H=3; M=2; L=1)

PO/P SO	1	2	3	4	5	PSO 1	PSO 2	PSO 3	PSO 4								
<b>CO1</b>		3			2	3											
<b>CO2</b>				3				3									
<b>CO3</b>		2	3														

CO4				3		3								
<b>VI. Assessment Details (CIE &amp; SEE)</b>														
<b>General Rules:</b> Refer appendix section1														
<b>Continuous Internal Evaluation(CIE):</b> Refer appendix section1														
<b>Semester End Examination(SEE):</b> Refer appendix section1														
<b>VII. Learning Resources</b>														
<b>VII(a): Textbooks:</b>														
Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher										
1	Strategic Management - An Integrated Approach	Charles W. L. Hill, Gareth R. Jones	Cengage Learning	Cengage Learning										
2	Strategic Management: Building and Sustaining Competitive Advantage	Robert A. Pitts & David Lei	4/e	Cengage Learning										
3	Essentials of Strategic Management	Hunger, J. David	5/e	Pearson										
<b>VII(b): Reference Books:</b>														
1	Contemporary Strategy Analysis	Robert M. Grant, Wiley India	10e	Prentice Hall India Publication										
2	Case Studies in Marketing – The Indian Context	R.Srinivasan	6th Edition, 2014	Prentice Hall of India										
<b>VII(c): Web links and Video Lectures (e-Resources):</b>														
<a href="https://www.youtube.com/watch?v=uY_ywciZUnM">https://www.youtube.com/watch?v=uY_ywciZUnM</a> <a href="https://www.youtube.com/watch?v=qGU-etCqbtQ">https://www.youtube.com/watch?v=qGU-etCqbtQ</a> <a href="https://www.youtube.com/watch?v=TzcuoTOkPKg">https://www.youtube.com/watch?v=TzcuoTOkPKg</a> <a href="https://www.youtube.com/watch?v=mgY864U-OH0">https://www.youtube.com/watch?v=mgY864U-OH0</a> <a href="https://www.youtube.com/watch?v=MIOLtFPYfsE">https://www.youtube.com/watch?v=MIOLtFPYfsE</a>														
<b>VIII: Activity Based Learning / Practical Based Learning/Experiential learning:</b>														
Mention suggested Activities like seminar, assignments, quiz, case studies, mini projects, industry visit, self-study activities, group discussions, etc														



|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)  
**SJB Institute of Technology**

BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060

Approved by AICTE, New Delhi.

Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi

Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015

Recognized by UGC, New Delhi with 2(f) & 12 (B)



### Master of Business Administration (MBA)

<b>Semester:</b>	III	<b>Course Type:</b>	PEC		
<b>Course Title: CONSUMER BEHAVIOUR</b>					
<b>Course Code:</b>	23MBAM303	<b>Credits:</b>	3		
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}	3:0:0:0		<b>Total Hours:</b>	40	
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50	<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory			<b>Exam Hours:</b>	3
<b>I. Course Objectives:</b>					
1. To provide an understanding the concept of consumer behavior, decision making by consumers, behavior variables and influences on consumer behavior. 2. To provide comprehend the social and cultural dimensions of consumer behavior, factors impacting attitudes and behavior. 3. To provide arm to the budding marketers with an insight of the psychological and behavioral concepts of consumers thus enabling them to achieve their objectives and excel. 4. To enable students with various dynamics of opinion leadership					
<b>II. Teaching-Learning Process (General Instructions):</b>					
Interactive Lectures, Real-World Examples, Case Studies, Group Discussions, Guest Speakers, Field Visits, Research Projects, Role-Playing Exercises, Assessment Methods, Feedback Mechanism					
<b>III. COURSE CONTENT</b>					
<b>III(a).Theory PART</b>					
<b>Module-1: Introduction to Consumer Behaviour &amp; Models of consumer Behaviour</b>					8 Hrs
<b>Introduction:</b> Meaning & Definition of Consumer and Consumer Behaviour, Difference between consumer & Customer, Nature & characteristics of Indian Consumers. Consumerism: Meaning; Consumer Movement in India; Rights & Responsibilities of consumers in India; Benefits of consumerism. <b>Models of Consumer Behavior:</b> Input-Process-Output Model, Nicosia Model, Engel-Kollat Blackwell Models of Consumer Behavior. <b>Reference: Consumer Behavior: Buying, Having, and Being" by Michael R. Solomon, Chapter 1</b>					
<b>Pre-requisites (Self Learning):</b> Understanding Marketing Fundamentals, Familiarity with Psychology Concepts, Awareness of Cultural and Diversity Factors, Critical Thinking and Problem-Solving Abilities, Communication and Presentation Skills, Familiarity with Consumer Trends and Market Dynamics					
<b>RBT Levels: L1, L2, L3</b>					
<b>Module-2: Individual Influences on Consumer Behaviour-I</b>					8 Hrs
<b>Motivation:</b> Basics of Motivation, Needs, Goals, Positive & Negative Motivation, Rational Vs					

<p>Emotional motives, Motivation Process, Arousal of motives, Selection of goals. Motivation Theories and Marketing Strategy – Maslow’s Hierarchy of Needs, McGuire’s Psychological Motives</p> <p><b>Personality:</b> Basics of Personality, Theories of Personality and Marketing Strategy (Freudian Theory, Neo-Freudian Theory, Trait Theory), Applications of Personality concepts in Marketing, Brand Personality, Self and Self-Image.</p> <p><b>Perception:</b> Basics of Perception &amp; Marketing implications, Elements of Perception, Dynamics of Perception, Consumer Imagery, Perceived Risk, Types of risk, How consumers’ handle risk.</p> <p><b>Reference: Consumer Behaviour: Leon G. Schiffman and Leslie Lazar Kanuk</b></p>	
<p><b>Pre-requisites (Self Learning):</b> Understanding Marketing Fundamentals, Familiarity with Psychology Concepts, Awareness of Cultural and Diversity Factors, Critical Thinking and Problem-Solving Abilities, Communication and Presentation Skills, Familiarity with Consumer Trends and Market Dynamics</p>	
<p><b>RBT Levels: L1, L2, L3</b></p>	
<p><b>Module-3: Individual Influences on Consumer Behaviour-II</b></p>	<p>8 Hrs</p>
<p><b>Learning:</b> Elements of Consumer Learning, Marketing Applications of Behavioural Learning Theories, Classical Conditioning – Pavlovian Model, Instrumental Conditioning.</p> <p><b>Attitude:</b> Basics of attitude, the nature of attitude, Models of Attitude and Marketing Implication, (Tri-component Model of attitude, Multi-attribute attitude models, Elaboration Likelihood Model).</p> <p><b>Persuasive Communication:</b> Communications strategy, Target Audience, Media Strategy, Message Strategies, Message structure and presentation.</p> <p><b>Reference: Consumer Behavior: Concepts and Applications: David L. Loudon and Albert J. Della Bitta</b></p>	
<p><b>Pre-requisites (Self Learning):</b> Understanding Marketing Fundamentals, Familiarity with Psychology Concepts, Awareness of Cultural and Diversity Factors, Critical Thinking and Problem-Solving Abilities, Communication and Presentation Skills, Familiarity with Consumer Trends and Market Dynamics</p>	
<p><b>RBT Levels: L2, L3, L4</b></p>	
<p><b>Module-4: External Influences on Consumer Behavior</b></p>	<p>8 Hrs</p>
<p><b>Social Class:</b> Social class &amp; Social status, Features of Social Class, Five Social-Class Categories in India, Family decision making, the dynamics of status consumption,</p> <p><b>Culture and Subculture:</b> Major focus on Indian Perspective Culture: Basics, Meaning, Factors affecting culture, values and beliefs in Consumer Behaviour, cultural aspects of an emerging market. Subculture: Meaning, Subculture division and consumption pattern in India, Types of subcultures (Nationality subcultures, Religious subcultures, Geographic and regional subcultures, racial subcultures, age subcultures, sex as a subculture)</p> <p><b>Groups:</b> Meaning and Nature of Groups, Types of groups.</p> <p><b>Reference: Consumer Behaviour: Leon G. Schiffman and Leslie Lazar Kanuk</b></p>	
<p><b>Pre-requisites (Self Learning):</b> Understanding Marketing Fundamentals, Familiarity with Psychology Concepts, Awareness of Cultural and Diversity Factors, Critical Thinking and Problem-Solving Abilities, Communication and Presentation Skills, Familiarity with Consumer Trends and Market Dynamics</p>	
<p><b>RBT Levels: L3, L4, L5</b></p>	
<p><b>Module-5: Consumer Decision Making, Opinion Leadership &amp; Diffusion of Innovations</b></p>	<p>8 Hrs</p>
<p><b>Consumer Decision Making:</b> Consumer Buying Decision Process, Levels of Consumer Decision Making – Four views of consumer decision making. On-line Decision Making: Meaning &amp; Process/Stages.</p> <p><b>Opinion Leadership &amp; Diffusion of Innovations:</b> Dynamics of opinion leadership process, Measurement of opinion leadership, Market Mavens, Opinion Leadership &amp; Marketing</p>	

Strategy, Creation of Opinion Leaders. Diffusion of Innovations: Diffusion Process, Adoption Process: Stages, categories of adopters, Post Purchase Processes.

**Reference: Consumer Behavior: Buying, Having, and Being" by Michael R. Solomon**

**Pre-requisites (Self Learning):** Understanding Marketing Fundamentals, Familiarity with Psychology Concepts, Awareness of Cultural and Diversity Factors, Critical Thinking and Problem-Solving Abilities, Communication and Presentation Skills, Familiarity with Consumer Trends and Market Dynamics

**RBT Levels: L3, L4, L6**

#### IV. COURSE OUTCOMES

<b>CO1</b>	The students will be able understand the background and concepts of consumer behaviour.
<b>CO2</b>	The students will be able to identify the dynamics of consumer behaviour and the basic factors that influence the consumers decision process
<b>CO3</b>	The students will be able to demonstrate how concepts may be applied to marketing strategy.
<b>CO4</b>	CO4 Students will be able to apply and demonstrate theories to real world marketing situations by profiling and identifying marketing segments.

#### V. CO-PO-PSO MAPPING(mark H=3; M=2; L=1)

PO/P SO	1	2	3	4	5	PSO 1	PSO 2	PSO 3	PSO 4							
<b>CO1</b>	3		3													
<b>CO2</b>		2			3		3	3								
<b>CO3</b>		3														
<b>CO4</b>				3					3							

#### VI. Assessment Details (CIE & SEE)

**General Rules:** Refer appendix section1

**Continuous Internal Evaluation(CIE):** Refer appendix section1

**Semester End Examination(SEE):** Refer appendix section1

#### VII. Learning Resources

##### VII(a): Textbooks:

Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
1	"Consumer Behavior: Buying, Having, and Being"	Michael R. Solomon	13th Edition, 2021	Pearson
2	"Consumer Behavior: Building Marketing Strategy"	Delbert Hawkins, David Mothersbaugh, Roger Best	14th Edition, 2020	McGraw-Hill Education
3	"Consumer Behavior: A Framework"	S. S. Dash	1st Edition, 2013	Pearson Education India

##### VII(b): Reference Books:

1	"Consumer Behavior"	Leon G. Schiffman, Leslie Lazar Kanuk	12th Edition, 2019	Pearson
2	"Consumer Behavior: Insights from Indian Market"	S. Ramesh Kumar, K. Punitha	1st Edition, 2019	Springer

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

1. <https://youtu.be/ctMpHpJouoU>
2. <https://youtu.be/jSrC-EWYIJQ>
3. <https://youtu.be/dptzjrKRAm8>
4. <https://youtu.be/60eRK7AwwM>

**VIII: Activity Based Learning / Practical Based Learning/Experiential learning:**

Seminar, assignments, quiz, case studies, mini projects, industry visit, self-study activities, group discussions, etc



|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)  
**SJB Institute of Technology**

BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060  
Approved by AICTE, New Delhi.

Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi  
Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015  
Recognized by UGC, New Delhi with 2(f) & 12 (B)



### Master of Business Administration (MBA)

<b>Semester:</b>	III	<b>Course Type:</b>	PEC		
<b>Course Title: SERVICES MARKETING</b>					
<b>Course Code:</b>	23MBAM304	<b>Credits:</b>			3
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}		3:0:0:0		<b>Total Hours:</b>	40
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50	<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory			<b>Exam Hours:</b>	3
<b>I. Course Objectives:</b>					
<ol style="list-style-type: none"> <li>1. Grasp the unique characteristics of services and their implications for marketing.</li> <li>2. Analyze frameworks for service design, development, and delivery.</li> <li>3. Evaluate service quality measurement and improvement strategies.</li> <li>4. Develop effective marketing strategies for promoting and selling services.</li> <li>5. Understand the growing importance of customer experience in service marketing.</li> </ol>					
<b>II. Teaching-Learning Process (General Instructions):</b>					
Mention the planned/proposed sample Strategies, which teachers can use to accelerate the attainment of the various course outcomes.					
Chalk & Talk Method					
Power Point Presentation					
Keynotes					
Activity Based					
Presentations					
Assignment					
Subject Viva Voce					
Beyond Syllabus					
<b>Pre requisites:</b>					
Understanding & application of the concept, setting goal & personal commitment					
<b>III. COURSE CONTENT</b>					
<b>III(a).Theory PART</b>					
<b>Module 1: Introduction to Services Marketing</b>					8 Hrs
Definition and nature of services, Key characteristics of services (intangibility, inseparability, heterogeneity, perishability). Reasons for the growth of services sector. Difference in goods and service marketing. The evolving service economy. Challenges and opportunities in services marketing. Consumer Behavior in Services: Consumer expectation of services, two levels of expectation, Factors influencing customer perception of services. Strategic & Tactical Aspects of Services Marketing: Market research, Analyzing Customer Feedback, Customer journey mapping.					
<b>RBT Levels: L1, L2, L3 &amp; L4</b>					
<b>Module 2: Marketing Mix, Product &amp; Branding in Service Sector</b>					8 Hrs
Marketing mix in services marketing - The seven Ps - Product Decisions - Pricing Strategies and Tactics, Measuring service quality – SERVQUAL – Service Quality Function Development. Meaning of Product & Branding in services, The five levels of product framework, Branding of services, Brand activism, Sustainable branding & Brand Equity in Services. The					



Flower of Service Model,																
<b>RBT Levels: L2, L3, L4 &amp; L5</b>																
<b>Module 3: Service Design and Development</b>														8 Hrs		
Introduction to service design and development, Challenges and opportunities in service design, Customer- centric approach to service development. Understanding Service Characteristics: Intangibility, inseparability, heterogeneity and perishability. The Service-Profit Chain Model. Service Blueprinting, Visualizing service processes and Mapping, service delivery and support activities.																
<b>RBT Levels: L1, L2, L3 &amp; L4</b>																
<b>Module 4: Marketing Service Strategies</b>														8 Hrs		
Marketing service strategies in Health Industry, Tourism Industries, Financial Industries, Logistics and Supply Chain industries, Educational Industries and Sports & Entertainment industries.																
<b>RBT Levels: L2, L3, L4 &amp; L5</b>																
<b>Module 5: Emerging Trends in Services Marketing</b>														8 Hrs		
The impact of technology: Service automation, Online service delivery, e-Commerce, Social Media Platforms and Chat-bots in resolving customer queries. The rise of experience economy-the concept by Pine and Gilmore. Shifting from product-centric to experience- centric marketing. Millennials and Gen Z as experience-driven consumers. Social media and the “Shareability” factor of experiences.																
<b>RBT Levels: L2, L3, L4 &amp; L5</b>																
<b>IV. COURSE OUTCOMES</b>																
<b>CO1</b>		Understanding the concepts & key importance of Services Marketing.														
<b>CO2</b>		Enhance the knowledge on Marketing Mix which influences Branding, in service sector.														
<b>CO3</b>		Analyzing the need for Service Design and Development.														
<b>CO4</b>		Learn to implement Service Strategies in various industries.														
<b>CO5</b>		A review on Emerging Trends in Services Marketing.														
<b>V. CO-PO-PSO MAPPING (mark H=3; M=2; L=1)</b>																
<b>PO/P SO</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>							
<b>CO1</b>	3					2										
<b>CO2</b>		3					2									
<b>CO3</b>				2					3							
<b>CO4</b>					2		3									
<b>CO5</b>					2	3										
<b>VI. Assessment Details (CIE &amp; SEE)</b>																
<b>General Rules:</b> Refer appendix section 1																
<b>Continuous Internal Evaluation (CIE):</b> Refer appendix section 1																
<b>Semester End Examination (SEE):</b> Refer appendix section 1																
<b>VII. Learning Resources</b>																
<b>VII(a): Textbooks:</b>																
<b>Sl. No.</b>	<b>Title of the Book</b>					<b>Name of the author</b>					<b>Edition and Year</b>		<b>Name of the publisher</b>			
<b>1</b>	Services Marketing					Valarie A Zeithmal & Mary Jo					2018		McGraw Hill, 6/e			

2	Services Marketing	Christopher Lovelock	2014	Pearson Education
3	Services Marketing	Parasuraman	2018	Sage Publications
<b>VII(b): Reference Books:</b>				
1	Services Marketing: People, Technology, Strategy	Christopher Lovelock, Jochen Wirtz and Erica Hancock	2021	World Scientific
2	Principles of Service Marketing and Management	Raymond Fisk, John G. Gronroos and Judith L. Gronroos	---	---
<b>VII(c): Web links and Video Lectures (e-Resources):</b>				
<ol style="list-style-type: none"> <li>1. <a href="https://r.search.yahoo.com/_ylt=Awr1SU.Oo_Nidm4IV9i7HAX.;_ylu=Y29sbwNzZzMtEcG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660163087/RO=10/RU=https%3a%2f%2febooks.lpude.in%2fmanagement%2fmba%2fterm_4%2fDMGT510_SERVICES_MARKETING.pdf/RK=2/RS=rz8XYyCSOhGnU6JznbgeyVS_8NM-">https://r.search.yahoo.com/_ylt=Awr1SU.Oo_Nidm4IV9i7HAX.;_ylu=Y29sbwNzZzMtEcG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660163087/RO=10/RU=https%3a%2f%2febooks.lpude.in%2fmanagement%2fmba%2fterm_4%2fDMGT510_SERVICES_MARKETING.pdf/RK=2/RS=rz8XYyCSOhGnU6JznbgeyVS_8NM-</a></li> <li>2. <a href="https://r.search.yahoo.com/_ylt=Awr1SU.Oo_Nidm4IWNi7HAX.;_ylu=Y29sbwNzZzMtEcG9zAzIEdnRpZAMEc2VjA3Ny/RV=2/RE=1660163087/RO=10/RU=https%3a%2f%2fwww.coursehero.com%2ffile%2f27673829%2ffServices-Marketing-5th-Edition-pdf%2f/RK=2/RS=Ric3RoGnmc212j6Xe5dA6FmlStA-">https://r.search.yahoo.com/_ylt=Awr1SU.Oo_Nidm4IWNi7HAX.;_ylu=Y29sbwNzZzMtEcG9zAzIEdnRpZAMEc2VjA3Ny/RV=2/RE=1660163087/RO=10/RU=https%3a%2f%2fwww.coursehero.com%2ffile%2f27673829%2ffServices-Marketing-5th-Edition-pdf%2f/RK=2/RS=Ric3RoGnmc212j6Xe5dA6FmlStA-</a></li> <li>3. <a href="https://r.search.yahoo.com/_ylt=Awr1SU.Oo_Nidm4IY9i7HAX.;_ylu=Y29sbwNzZzMtEcG9zAzQEdnRpZAMEc2VjA3Ny/RV=2/RE=1660163087/RO=10/RU=https%3a%2f%2finfolearners.com%2febooks%2fessentials-ofservices-marketing-3rd-edition-pdf-free-download%2f/RK=2/RS=eUc.stCHtWkAmoi3H7VQ_mdeFT0-">https://r.search.yahoo.com/_ylt=Awr1SU.Oo_Nidm4IY9i7HAX.;_ylu=Y29sbwNzZzMtEcG9zAzQEdnRpZAMEc2VjA3Ny/RV=2/RE=1660163087/RO=10/RU=https%3a%2f%2finfolearners.com%2febooks%2fessentials-ofservices-marketing-3rd-edition-pdf-free-download%2f/RK=2/RS=eUc.stCHtWkAmoi3H7VQ_mdeFT0-</a></li> </ol> <p>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.</p>				
<b>VIII: Activity Based Learning / Practical Based Learning/Experiential learning:</b>				
Seminar, assignments, quiz, case studies, mini projects, industry visit, self-study activities, group discussions, etc				



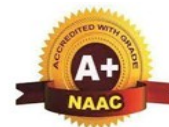
|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)  
**SJB Institute of Technology**

BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060  
Approved by AICTE, New Delhi.

Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi

Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015

Recognized by UGC, New Delhi with 2(f) & 12 (B)



### Master of Business Administration (MBA)

<b>Semester:</b>	III	<b>Course Type:</b>	PEC		
<b>Course Title: SALES &amp; RETAIL MANAGEMENT</b>					
<b>Course Code:</b>	23MBAM305	<b>Credits:</b>			3
<b>Teaching Hours/Week (L: T:P:O)</b> {O – Other pedagogies, mention @}	3:0:0:0		<b>Total Hours:</b>	40	
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50	<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory		<b>Exam Hours:</b>	3	
<b>I. Course Objectives:</b>					
<ol style="list-style-type: none"> <li>Analyze markets, identify sales opportunities, and formulate effective sales strategies that align with overall business objectives.</li> <li>Develop an understanding of effective sales techniques and tactics for different retail settings.</li> <li>To emphasize on the Sales Manager's problems and dilemmas.</li> <li>Gain a comprehensive understanding of the retail landscape, including its history, evolution, and current trends.</li> <li>Explore the various retail formats, from brick-and-mortar stores to online marketplaces.</li> </ol>					
<b>II. Teaching-Learning Process (General Instructions):</b>					
Mention the planned/proposed sample Strategies, which teachers can use to accelerate the attainment of the various course outcomes. Chalk & Talk Method Power Point Presentation Keynotes Activity Based Presentations Assignment Subject Viva Voce Beyond Syllabus					
<b>Pre requisites:</b> Understanding & application of the concept, setting goal & personal commitment					
<b>III. COURSE CONTENT</b>					
<b>III(a).Theory PART</b>					
<b>Module 1: Introduction to Sales Management</b>					8 Hrs
Meaning of Sales Management, Evolution of Sales Management, Current Trends in Sales Management, Study of Sales organizations. Sales Managers: Role, Responsibility & Attitude of a Sales manager, Task performed by a sales manager. Sales Executives: Meaning, Skills required for a sales executive & qualities of sales executives, sales Strategies by sales executives.					
<b>RBT Levels: L1, L2, L3 &amp; L4</b>					
<b>Module 2: Sales Strategies and Sales force Motivation &amp; Compensation</b>					8 Hrs
Retail Marketing Mix (Product, Price, Place, Promotion). Sales Techniques and Strategies for Retail (tailored to different formats). Customer Relationship Management (CRM) in Retail. Data Analytics and Personalization in Retail Sales. Nature and Importance of Motivation in sales force, Benefits of Motivation, Process of Motivation. Meaning of Compensation, Types of compensation plans and					

evaluation of sales force by performance and appraisal process.

**RBT Levels: L2, L3, L4 & L5**

**Module 3: Retail Management**

8 Hrs

Introduction & World of retailing, Features of Retail Management, Benefits & Shortcomings in modern retailing, Types of Retailers, Store Layout & Design for Optimal Sales, Inventory Management Techniques in Retail, Supply Chain Management for Retailers, FDI in Retailing, Human Resource Management in Retail (Selection, Recruitment & Training). Ethics in Retailing & Present condition of Retailing in India.

**RBT Levels: L1, L2, L3 & L4**

**Module 4: Building a Retail Organization**

8 Hrs

Location of a Retail Organization, Factors affecting the Location of a Retail Organization, Objectives of Good Store Design. Size and space allocation. Financial Strategy & Management Information System in Retailing. Store Management: Responsibilities of Store Manager, Store Security, Parking Area. Management of modern retail stores.

**RBT Levels: L2, L3, L4 & L5**

**Module 5: Advancement in Sales & Retail Management**

8 Hrs

Impact of Technology on Retail: E- Commerce Platforms, Social Media Marketing. Emerging Trends in Retail: Sustainability, Omnichannel, Personalized Shopping. Leadership & Motivation for Sales Teams in Retail.

**RBT Levels: L2, L3, L4 & L5**

**IV. COURSE OUTCOMES**

<b>CO1</b>	To understand the overall tactics in Sales Management.
<b>CO2</b>	Developing sales strategies and driving sales force through Motivation & Compensation.
<b>CO3</b>	Analyze the trends and evaluating the success of latest retail organizations.
<b>CO4</b>	Identifying the retail management challenges and issues.
<b>CO5</b>	Learning the technologies that helps in building retail businesses.

**V. CO-PO-PSO MAPPING (mark H=3; M=2; L=1)**

PO/PSO	1	2	3	4	5	PSO 1	PSO 2	PSO 3	PSO 4						
<b>CO1</b>	1		3			3									
<b>CO2</b>		3			3		3								
<b>CO3</b>		2		2				2							
<b>CO4</b>	2		3		3				3						
<b>CO5</b>	3			3			3								

**VI. Assessment Details (CIE & SEE)**

**General Rules:** Refer appendix section 1

**Continuous Internal Evaluation (CIE):** Refer appendix section 1

**Semester End Examination (SEE):** Refer appendix section 1

**VII. Learning Resources**

**VII(a): Textbooks:**

Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
1	Retail Management: A Strategic Approach	Barry Berman, Joel R. Evans	Latest Edition.	Pearson

2	Retail Marketing Management	Dravid Gilbert	---	Pearson Education
3	Integrated Retail Management	James R. Ogden & Denise Trodden	Latest Edition.	Biztantra
<b>VII(b): Reference Books:</b>				
1	Retail Management-A Global Perspective: Text and Cases	Dr.Harjit Singh, S.Chand	2018	---
2	Retail Management	Levy & Weitz	latest edition	TMH
<b>VII(c): Web links and Video Lectures (e-Resources):</b>				
<ul style="list-style-type: none"> <li>• <a href="https://ncert.nic.in/textbook/pdf/ieva101.pdf">https://ncert.nic.in/textbook/pdf/ieva101.pdf</a></li> <li>• <a href="https://www.pdfdrive.com/retail-marketing-e34523955.html">https://www.pdfdrive.com/retail-marketing-e34523955.html</a></li> <li>• <a href="https://www.coursera.org/lecture/mafash/retail-management-yrF51">https://www.coursera.org/lecture/mafash/retail-management-yrF51</a></li> <li>• <a href="https://www.youtube.com/watch?v=8ah0ET7zlBw">https://www.youtube.com/watch?v=8ah0ET7zlBw</a></li> <li>• <a href="https://onlinecourses.swayam2.ac.in/cec20_mg01/preview">https://onlinecourses.swayam2.ac.in/cec20_mg01/preview</a></li> <li>• <a href="https://www.digimat.in/nptel/courses/video/110105122/L16.html">https://www.digimat.in/nptel/courses/video/110105122/L16.html</a></li> <li>• <a href="https://freevideolectures.com/course/4216/nptel-sales-distribution-management">https://freevideolectures.com/course/4216/nptel-sales-distribution-management</a></li> <li>• <a href="https://nptel.ac.in/courses/110105122">https://nptel.ac.in/courses/110105122</a></li> <li>• <a href="https://www.digimat.in/nptel/courses/video/110105122/L01.html">https://www.digimat.in/nptel/courses/video/110105122/L01.html</a></li> </ul>				
<b>VIII: Activity Based Learning / Practical Based Learning/Experiential learning:</b>				
Seminar, assignments, quiz, case studies, mini projects, industry visit, self-study activities, group discussions, etc				



|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)

# SJB Institute of Technology

BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060

Approved by AICTE, New Delhi.

Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi

Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015

Recognized by UGC, New Delhi with 2(f) & 12 (B)



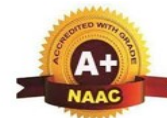
## Master of Business Administration (MBA)

<b>Semester:</b>	III	<b>Course Type:</b>	PEC
<b>Course Title: BUSINESS MARKETING</b>			
<b>Course Code:</b>	23MBAM306	<b>Credits:</b>	03
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}	3:0:0:0	<b>Total Hours:</b>	40
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50
		<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory	<b>Exam Hours:</b>	3hrs
<b>I. Course Objectives:</b>			
1.To create a better understanding of Business marketing concepts in solving B2B marketing problems. 2.To learn the application of B2B theories for smooth functioning of business. 3.To analyze various pricing strategies of industrial goods & their implications. 4. To understand the significance of E-commerce in Business Marketing.			
<b>II. Teaching-Learning Process (General Instructions):</b>			
<ul style="list-style-type: none"> <li>• Chalk &amp; Talk Method</li> <li>• Power Point Presentation</li> <li>• Keynotes</li> <li>• Activity Based</li> <li>• Presentations</li> <li>• Assignment</li> <li>• Subject Viva Voce</li> <li>• Beyond Syllabus</li> </ul>			
<b>Pre-requisites (Self Learning):</b> Students need to know about business, management, sales, finance, and data, as well as psychology, market research, and communications.			
<b>III. COURSE CONTENT</b>			
<b>III(a). Theory PART</b>			
<b>Module-1: Nature of Business Marketing</b>			08Hrs
Nature of Business Marketing: Business Marketing Concept, Business vs. Consumer Marketing, Economics of Industrial demand, Types of Industrial Markets, Types of Business Customers, Classifying Industrial Products & Services, Business customers purchase orientations, Organizational Procurement Characteristics, Environment Analysis in Business Marketing. <b>Textbook:</b> Industrial Marketing – Robert R Reeder & Reeder; 2nd Edition; Prentice Hall International Publication.			
<b>RBT Levels: L1, L2, L3 &amp;L4</b>			
<b>Module-2:Organizational Buying Behaviour</b>			08 Hrs
Organizational Buying Process, Types of purchases / buying situations, Buying Centre Concept, Inter Personal Dynamics of Business Buying Behaviour, Roles of Buying centre. The Webster & Wind model of Organizational Buying Behaviour, Ethics in Purchasing. Business Marketing Research: Differences between B2C & B2B Marketing Research, Marketing Research Process, Research Methods. <b>Textbook:</b> Industrial Marketing – Robert R Reeder & Reeder; 2nd Edition; Prentice Hall			

International Publication.																
<b>RBT Levels: L2, L3,L4 &amp; L5</b>																
<b>Module-3:Market Segmentation</b>														08 Hrs		
Segmenting, Targeting and Positioning of Business Market, Value based segmentation, Model for segmenting the organizational Market. Product & Brand Strategy: Developing Product Strategy, Analyzing Industrial Product Life Cycle, Developing Strategies for new and existing products, Branding process & Brand strategy. Business Service Marketing: Special Challenges <b>Textbook:</b> Industrial Marketing – Robert R Reeder & Reeder; 2nd Edition; Prentice Hall International Publication.																
<b>RBT Levels: L1, L2, L3 &amp;L4</b>																
<b>Module-4:Pricing Strategies</b>														08 Hrs		
Price Determinants, Factors that Influence the Pricing Strategies, Pricing Methods, concept of learning curves, Pricing Strategies, Pricing Policies, Terms of Payment, Competitive Bidding, Leasing The Promotional Strategies: Communication Objectives, Role of B-2-B Advertising, Sales Promotion in Industrial Markets, Trade shows and Exhibitions. <b>Textbook:</b> Industrial Marketing – Robert R Reeder & Reeder; 2nd Edition; Prentice Hall International Publication.																
<b>RBT Levels: L2, L3,L4 &amp; L5</b>																
<b>Module-5:Management of Sales Force and E-commerce</b>														08 Hrs		
Personal Selling, The Selling Process, Key Account Management, Managing the Industrial Sales Force, Organizing and controlling the industrial sales force activity, planning for sales force Deployment, Measuring the Effectiveness of Sales Force, Customer relationship Management Strategies for Business Markets, Ethical Issues. B2B through E-Commerce: Business-to-Business forms of E-Commerce, <b>Textbook:</b> Industrial Marketing – Robert R Reeder & Reeder; 2nd Edition; Prentice Hall International Publication.																
<b>RBT Levels: L4 &amp; L5</b>																
<b>IV. COURSE OUTCOMES</b>																
<b>CO1</b>		Describe the nature of business markets and the related concepts.														
<b>CO2</b>		Familiarize the business buying behaviour of industrial customers.														
<b>CO3</b>		Apply concepts of pricing strategies for industrial goods														
<b>CO4</b>		To evaluate the significance of E –Commerce in Business Marketing.														
<b>V. CO-PO-PSO MAPPING(mark H=3; M=2; L=1)</b>																
<b>PO/P SO</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>							
<b>CO1</b>		3				3										
<b>CO2</b>				3			2									
<b>CO3</b>		2														
<b>CO4</b>			3													
<b>VI. Assessment Details (CIE &amp; SEE)</b>																
<b>General Rules:</b> Refer appendix section1																
<b>Continuous Internal Evaluation(CIE):</b> Refer appendix section1																
<b>Semester End Examination(SEE):</b> Refer appendix section1																
<b>VII. Learning Resources</b>																

<b>VII(a): Textbooks:(Insert or delete rows as per requirement)</b>				
<b>Sl. No.</b>	<b>Title of the Book</b>	<b>Name of the author</b>	<b>Edition and Year</b>	<b>Name of the publisher</b>
<b>01</b>	Industrial Marketing	Robert R Reeder & Reeder;	2nd Edition;	Prentice Hall International Publication
<b>02</b>	Business Marketing	Krishna K Havaladar,	Latest Edition	Tata McGraw Hill Publication
<b>03</b>	Business Marketing Management	Michael D Hutt, Thomas W Speh,	Latest Edition	Cengage Learning Publication.
<b>VII(b): Reference Books: (Insert or delete rows as per requirement)</b>				
<b>01</b>	Business Marketing;	Frank G Bingham Jr.,	Latest Edition	Tata McGraw HillPublication
<b>VII(c): Web links and Video Lectures (e-Resources):</b>				
Mention the links of the online resources, video materials, etc.				
<ul style="list-style-type: none"> <li>•<a href="https://onlinecourses.nptel.ac.in/noc23_mg120/preview">https://onlinecourses.nptel.ac.in/noc23_mg120/preview</a></li> <li>•<a href="https://onlinecourses.swayam2.ac.in/imb24_mg52/preview">https://onlinecourses.swayam2.ac.in/imb24_mg52/preview</a></li> <li>•<a href="https://r.search.yahoo.com/_ylt=AwrKDaS_rvNiJ.UIUwi7HAX.;_ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660165952/RO=10/RU=https%3a%2f%2fcollegelearners.com%2fbooks%2fb2b-marketing-pdf-freownload%2f/RK=2/RS=BcuoM9EM5UHUTDADPHqdt_amyLY-">https://r.search.yahoo.com/_ylt=AwrKDaS_rvNiJ.UIUwi7HAX.;_ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660165952/RO=10/RU=https%3a%2f%2fcollegelearners.com%2fbooks%2fb2b-marketing-pdf-freownload%2f/RK=2/RS=BcuoM9EM5UHUTDADPHqdt_amyLY-</a></li> </ul>				
<b>VIII: Activity Based Learning / Practical Based Learning/Experiential learning:</b>				
<ul style="list-style-type: none"> <li>• Interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why chose sales career, and what does it take to succeed in this profession.</li> <li>• Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behaviour also depend on the personality of the individual doing the buying? Or the one doing the selling?</li> <li>• Students can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where the institute if operating.</li> </ul>				





### MASTER OF BUSINESS ADMINISTRATION

<b>Semester:</b>	III	<b>Course Type:</b>	PEC		
<b>Course Title: TAX COMPLIANCE AND MANAGEMENT</b>					
<b>Course Code:</b>	23MBAF303	<b>Credits:</b>			03
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}		3:0:0:0	<b>Total Hours:</b>	40	
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50	<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory			<b>Exam Hours:</b>	03
<b>I. Course Objectives:</b>					
1) To provide the students with a comprehensive insight of basic concepts of Direct Taxes. 2) To understand the computation of Residential Status of Individuals. 3) To understand the computation of Taxable Income from different heads. 4) To identify the deductions available while computing income. 5) To distinguish between the old tax and new tax regime.					
<b>II. Teaching-Learning Process (General Instructions):</b>					
Chalk and Talk PowerPoint Presentations Beyond Syllabus Presentations					
<b>III. COURSE CONTENT</b>					
<b>III(a).THEORY PART</b>					
<b>Module-1:Introduction to Income Tax</b>					<b>8 Hours</b>
Introduction, Direct and Indirect Taxes, Administration of Tax Laws, Basic principles of charging Income Tax, Assessment Year, Previous Year, Preceding Previous Year, Assessee & Types, Capital and Revenue Receipts and Expenditures, Tax Deducted at Source vs Tax Collected at Source, Incomes which do not form part of total income (Sec. 10), Tax Planning, Tax Evasion, Tax Avoidance and Tax Management, Residential Status and Incidence of Tax (Theory and Problems).					
<b>Pre-requisites (Self Learning):</b> Graduates should be aware of Computation of Residential Status of Individual Assessee.					
<b>RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Analysing</b>					
<b>Module-2:Income from Salary and House Property</b>					<b>8 Hours</b>
Meaning and Definition of Salary, Basic Elements of Salary, Basis of Charge, Computation of Gross Salary, Gratuity, Leave Salary Encashment, Entertainment Allowance, Provident Fund, Pension, Retrenchment Benefits, Annuity, Profit in Lieu of Salary, Allowances, Perquisites, Leave Travel Concession, Standard Deduction and Professional Tax. Income from House Property, Types of House Property, Exempted Properties, Deductions U/s 24 (Theory and Problems).					
<b>Pre-requisites (Self Learning):</b> Graduates should be aware of Form – 16 issued by Employers to Employees and computation of Municipal Taxes for House Properties.					
<b>RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Analysing, L4 – Applying</b>					
<b>Module-3:Income under Head Profit and Gains from Business or Profession</b>					<b>8 Hours</b>

Meaning of Business and Profession, Profession vs Vocation, Income chargeable under the head profit and gains of business or profession, Incomes not taxable under the head profits and gains of business or profession, Basic method of accounting – scheme of business deductions / allowances, treatment of depreciation in normal and special cases, deduction u/s 40(b). (Theory and Problems).

**Pre-requisites (Self Learning):** Graduates should be aware of computing business income of any known companies.

**RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Analysing, L4 – Applying**

**Module-4: Income under Capital Gains and Other Sources** **8 Hours**

Introduction, Basis of Charge, Capital Asset and its types, Inclusion and Exclusion from Capital Asset, Period of Holding, Transfer, Transactions not considered as Transfer, Computation of Capital Gains, Cost of Acquisition and Improvement and its indexation, Deductions from Capital Gains.

Income from Other Sources, Casual Income, Income from assets let on hire, Family Pension, Gift, Interest, Dividends Bonus Stripping, Deemed Profits Employee contribution towards Staff Welfare Fund or Scheme. (Theory and Problems).

**Pre-requisites (Self Learning):** Graduates should be aware of various deductions available under Capital Gains.

**RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Analysing, L4 – Applying**

**Module-5: Computation of Tax Liability of Individuals** **8 Hours**

Introduction, Computation of Tax Liability of Individuals under Old Tax Regime and Alternative Tax Regime (AMT), Permissible Deductions U/s 80C to 80U, Set off and Carry Forward of Losses, Advance Tax, Procedure to pay Advance Tax, Filing of Returns and Assessment Procedure (Problems on computation of tax liability of individuals only).

**Pre-requisites (Self Learning):** Graduates will be aware of filing of returns of individuals and assessment procedure.

**RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Analysing, L4 – Applying**

#### IV. COURSE OUTCOMES

<b>CO1</b>	Graduates will understand the basics of taxation and the process of computing residential status.
<b>CO2</b>	Calculate taxable income under head salaries and house property income.
<b>CO3</b>	Calculate taxable income under head business/profession.
<b>CO4</b>	Calculate taxable income under head capital gains and other sources.
<b>CO5</b>	Understand the deductions and calculation of tax liability of individuals.

#### V. CO-PO-PSO MAPPING (mark H=3; M=2; L=1)

PO/PSO	1	2	3	4	5	PSO 1	PSO 2	PSO 3	PSO 4
<b>CO1</b>	1	3				2			
<b>CO2</b>				2			3		
<b>CO3</b>				1				2	
<b>CO4</b>				3					3
<b>CO5</b>				2					2

#### VI. Assessment Details (CIE & SEE)

**General Rules:** Refer appendix section 1

**Continuous Internal Evaluation (CIE):** Refer appendix section 1

**Semester End Examination (SEE):** Refer appendix section 1

#### VII. Learning Resources

**VII(a): Textbooks:**

Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
01.	Direct Taxes Law and Practice	Vinod Singhania and Kapil Singhania	Latest Edition	Taxmann Publications
02.	Students guide to Income Tax	Vinod Singhania and Kapil Singhania	Latest Edition	Taxmann Publications
<b>VII(b): Reference Books:</b>				
01.	Students Handbook on Taxation	T N Manoharan	Latest Edition	Snow White Publications Pvt Ltd.
02.	Income Tax Law and Practice	B.B.Lal&N.Vashisht	Latest Edition	Pearson
03.	Income Tax	H.C.Mehrotra& S.P. Goyal	Latest Edition	Sahithya Bhavan Publications
<b>VII(c): Web links and Video Lectures (e-Resources):</b>				
<a href="https://www.incometax.gov.in">https://www.incometax.gov.in</a> <a href="https://incometaxindiaefiling.gov.in">https://incometaxindiaefiling.gov.in</a> <a href="https://onlineservices.tin.egov-nsdl.com">https://onlineservices.tin.egov-nsdl.com</a> <a href="https://services.india.gov.in">https://services.india.gov.in</a>				
<b>VIII: Activity Based Learning / Practical Based Learning/Experiential learning:</b>				
Calculation of Taxable Income and Tax Liability using Microsoft Excel. Encouraging students to register as tax return preparers. Students can be exposed to filing of tax returns of Individual Assesses.				



|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)  
**SJB Institute of Technology**

BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060

Approved by AICTE, New Delhi.

Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi

Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015

Recognized by UGC, New Delhi with 2(f) & 12 (B)



### Master of Business Administration (MBA)

<b>Semester:</b>	III	<b>Course Type:</b>	PEC		
<b>Course Title: INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT</b>					
<b>Course Code:</b>	23MBAF304		<b>Credits:</b>	3	
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}			3:0:0:0	<b>Total Hours:</b>	40
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50	<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory			<b>Exam Hours:</b>	3
<b>I. Course Objectives:</b>					
1. To inculcate the knowledge about investment process and financial markets 2. To understand the concept of risk, return, its calculation and valuation of securities 3. To inculcate the knowledge about fundamental analysis and technical analysis and usage of charts for investment. 4. To acquaint knowledge about portfolio construction & evaluation and mutual fund Evaluation					
<b>II. Teaching-Learning Process (General Instructions):</b>					
PPT, Solved Illustrations, Assignment, Case Study					
<b>III. COURSE CONTENT</b>					
<b>III(a).Theory PART</b>					
<b>Module-1: Introduction to Investment</b>					8Hrs
<b>Introduction to Investment: Concept of Investment, Investment Avenues, Attributes, Forms of Investment, Objectives of financial Investment, Features of a good Investment, Investment Process. Investment Vs. Speculation, Money Market, Money Market Instruments</b> <b>Securities Market:</b> Primary Market, Factors to be considered to enter the primary market, Secondary Market, Major Players in the secondary market, Functioning of Stock Exchanges, Trading and Settlement Procedures, Leading Stock Exchanges in India. Stock Market Indicators- Indices of Indian Stock Exchanges (only Theory) <b>Textbook: Investment Analysis and portfolio Management -Prasanna Chandra</b> <b>Sections: 1.1, 1.2, 1.3, 1.4, 2.1 to 2.9, 3.1 to 3.5, 3.7.11-13</b> <b>Textbook: Security Analysis and Portfolio Management-Punithavathy Pandian</b> <b>Chapter: 1,2,3,4,5,6</b>					
<b>Pre-requisites: Basic knowledge on Investment</b>					
<b>RBT Levels:</b> L1 – Remembering, L2 – Understanding, L3 – Applying					
<b>Module-2: Analysis of Risk and Return</b>					8 Hrs
Concept of Risk, Causes of Risk, Types of Risk- Systematic Risk-Market Price Risk, Interest Rate Risk, Purchasing Power Risk, Unsystematic Risk- Business risk, Financial Risk, Insolvency Risk, Risk-Return Relationship, Concept of diversifiable risk and non-diversifiable risk.' Calculation of Risk and returns of individual securities Portfolio Risk and Return: Expected returns of a portfolio, Calculation of Portfolio Risk and Return, Portfolio with 2 assets, Portfolio with more than 2 assets. <b>Modern Portfolio Theory:</b> Markowitz Model -Portfolio Selection, Opportunity set, Efficient Frontier. <b>Textbook: Security Analysis and Portfolio Management-Punithavathy Pandian Chapter:7</b>					

<b>Pre-requisites (Self Learning): Basics of Investment in Financial Securities</b>															
<b>RBT Levels:</b> L1 – Remembering, L2 – Understanding, L3 – Applying															
<b>Module-3:</b> Valuation of Securities														8 Hrs	
Bond Valuation: Meaning, Features and Types of bonds, Bond pricing theorems, Bond valuation, Duration of bond and immunization of interest risk. Equity shares: Concept, Valuation, Dividend Valuation models and CAPM Preference Shares-Concept, Features, Yields. <b>Textbook: Security Analysis and Portfolio Management-Punithavathy Pandian Chapter: 8, 9</b>															
<b>Pre-requisites (Self Learning): Basics of Investment in Financial Securities</b>															
<b>RBT Levels:</b> L1 – Remembering, L2 – Understanding, L3 – Applying, L4 – Analyzing.															
<b>Module-4:</b> Fundamental and Technical Analysis														8 Hrs	
Fundamental and Technical Analysis: Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Economy Analysis, Industry Analysis, Company Analysis- Financial Statement Analysis. Market Efficiency: Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency. Technical Analysis – Concept, Theories- Dow Theory, Eliot Wave theory. Charts-Types, Trends and Trend Reversal Patterns. Mathematical Indicators –Moving Average Convergence-Divergence, Relative Strength Index (Theory only). <b>Textbook: Security Analysis and Portfolio Management-Punithavathy Pandian Chapter: 11,12,13,14</b>															
<b>Pre-requisites (Self Learning): Basics of Investment in Financial Securities</b>															
<b>RBT Levels:</b> L2 – Understanding, L3 – Applying, L4 – Analyzing															
<b>Module-5:Portfolio Construction, Portfolio Management Strategies and Performance Evaluation</b>														8 Hrs	
<b>Portfolio Construction:</b> Capital Asset pricing model: Basic Assumptions, CAPM Equation, Security Market line, Extension of Capital Asset pricing Model - Capital market line, SML VS CML. Arbitrage Pricing Theory: Arbitrage, Equation, Assumption, Equilibrium, APT and CAPM. Beta Measurement and Sharpe Single Index Model, Sharpe’s Optimal Portfolio Portfolio Management Strategies: Active and Passive Portfolio Management strategy. Portfolio Revision: Portfolio Revision Strategies – Objectives, Performance plans. Mutual Funds: Measure of Mutual Fund Performance. Portfolio performance Evaluation: Measures of portfolio performance (Theory & Problems). <b>Textbook: Security Analysis and Portfolio Management-Punithavathy Pandian Chapter:17,19,20,21,22</b>															
<b>Pre-requisites (Self Learning): Basics of Investment in Financial Securities</b>															
<b>RBT Levels:</b> L2 – Understanding, L3 – Applying, L4 – Analyzing, L5- Evaluating															
<b>IV. COURSE OUTCOMES</b>															
<b>CO1</b>		Understand the capital market Money Market and various Instruments for Investment													
<b>CO2</b>		Assess the risk and return associated with investments													
<b>CO3</b>		Assess themethods to value securities.													
<b>CO4</b>		Analyze the Economy, Industry and Company framework for Investment													
<b>CO5</b>		Learn the theories of Portfolio management and also the tools and techniques for efficient portfolio management													
<b>V. CO-PO-PSO MAPPING</b> (mark H=3; M=2; L=1)															
<b>PO/P SO</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>						

CO1	2					2										
CO2		2					2									
CO3			2					2								
CO4				2												
CO5					2			2								

## VI. Assessment Details (CIE & SEE)

**General Rules:** Refer appendix section1

**Continuous Internal Evaluation(CIE):** Refer appendix section1

**Semester End Examination(SEE):** Refer appendix section1

## VII. Learning Resources

### VII(a): Textbooks

Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
1.	Investment Analysis and Portfolio management,	Prasanna Chandra	3/e, 2010	Tata McGraw Hill
2.	Security Analysis & Portfolio Management	Punithavathy Pandian	2/e, 2018	Vikas Publications

### VII(b): Reference Books:

1.	Security Analysis & Portfolio Management	S Kevin	2014	Tata McGraw Hill
2.	Investments	Zvi Bodie, Kane, Marcus & Mohanty	8th Edition, 2010	TMH

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

[lecture 01 : Investment Management as a Process \(youtube.com\)](#)  
[Lecture 02: Role of Financial Markets and Institutions \(youtube.com\)](#)  
[Lecture 03: Types of Investments \(youtube.com\)](#)  
[Lecture 07 : Bonds as an Investment \(youtube.com\)](#)  
[Lecture 10 : Prices, Yields, and Duration of Bonds \(youtube.com\)](#)  
[Lecture 12 : Equity Valuation Models \(youtube.com\)](#)  
[Lecture 17 : Capital Asset Pricing Model \(youtube.com\)](#)  
[Lecture 22 : Mutual Fund Basics \(youtube.com\)](#)  
[Lecture 26 : Market Efficiency \(youtube.com\)](#)

### VIII:Activity Based Learning / Practical Based Learning/Experiential learning:

Assignments, Case studies, Mini Projects, Virtual Trading



|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)  
**SJB Institute of Technology**

BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060

Approved by AICTE, New Delhi.

Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi

Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015

Recognized by UGC, New Delhi with 2(f) & 12 (B)



### Master of Business Administration (MBA)

<b>Semester:</b>	III	<b>Course Type:</b>	PEC
<b>Course Title: INVESTMENT BANKING</b>			
<b>Course Code:</b>	23MBAF305	<b>Credits:</b>	3
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}		3:0:0:0	<b>Total Hours:</b> 40
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50
		<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory		<b>Exam Hours:</b> 3
<b>I. Course Objectives:</b>			
<ol style="list-style-type: none"> <li>1. To introduce the basics of investments and its role</li> <li>2. To understand about issue management, different instruments and its valuation</li> <li>3. To explain about Mergers and Acquisitions</li> <li>4. To understand about Business valuation and different techniques available for valuation</li> <li>5. To demonstrate on project finance and new instruments available for financing and investment</li> </ol>			
<b>II. Teaching-Learning Process (General Instructions):</b>			
PPT, Solved Illustrations, Assignment, Case Study			
<b>III. COURSE CONTENT</b>			
<b>III(a).Theory PART</b>			
<b>Module-1: International Financial Environment</b>			8 Hrs
<p>Investment Banking-Introduction to Investment Banking, Meaning and Definition of Investment Banking, The evolution of investment banking, Today's major players, The culture and organizational structure of investment banks, The structure of investment banks, Employment opportunities in investment banks, The role of the IB financial advisor/advisory business, Investment banking product and solutions as a spectrum of risk/return, Tools for aligning client needs with IB financial solutions (Theory only)</p> <p>Text Book: Vault Career Guide to Investment Banking by Tom Lott, Vault Career Guide to Investment Banking by Thomas Liaw</p>			
<b>Pre-requisites: Basics of Finance</b>			
<b>RBT Levels:</b> L2 – Understanding			
<b>Module- 2 The IB Business of Equities</b>			8 Hrs
<p>The IB Business of Equities -The investment banker's perspective of the equity business, Equity underwriting, IPO's and follow-on issues, Secondary trading and business synergies, The role of venture capital and private equity firms, Private equity exit strategies, The investment banker's perspective on the fixed-income business, The spectrum of debt alternatives, Secondary trading and business synergies, Self registrations and other regulatory considerations, The business of asset securitizations, The role of the credit rating agencies, High-yield debt and financial leverage, Leveraged recapitalizations.</p> <p>Text Books: Financial Modelling and Valuation: A Practical Guide to Investment Banking and Private Equity by Paul Pignataro</p> <p>Textbook: Financial Management by Prasanna Chandra</p>			
<b>Pre-requisites (Self Learning): Basics of primary and secondary Market</b>			

<b>RBT Levels:</b> L2 – Understanding, L3 – Applying															
<b>Module-3: The IB Business of Trading/Derivatives</b>														8 Hrs	
The evolution of trading, The structure of the business—brokers, traders and the sales (advisory) desks, Market-makers, hedge funds and speculators, Types of trading—customer and proprietary trading, The role of hedge funds—trading styles, Liquidity and the secondary markets, How traders make money—spreads, positions, speculation, arbitrage and market manipulation, Risk-monitoring and control—the Whale of London, insider-information, “unauthorized-trades” and those “rogue traders”, Securities regulation and ethics Textbook: Vault Career Guide to Investment Banking by Tom Lott, Vault Career Guide to Investment Banking by Thomas Liaw															
<b>Pre-requisites (Self Learning):</b> Basics of primary and secondary market															
<b>RBT Levels:</b> L1 –L2 – Understanding, L3 – Applying, L4 – Analyzing.															
<b>Module-4:The IB Business of Mergers and Acquisitions</b>														8 Hrs	
Investment bankers—The CEO as the client- The business of M&A—restructuring the business portfolio of the client, The M&A value chain—the “buy” and “sell” sides of the equation, The theory and practice of M&A—creating value: managing business asset portfolios and capital structure, Equity separations—spin-offs, split-offs, carve-outs, Private-equity driven deals—structures and expectations, The growing influence of activist investors, Strategic investment driven deals—structures and expectations, The valuation, pricing, and fee structure of M&A deals, Financing and exit strategies—monetizing value through financial strategies Textbook: Investment Banking: Valuation, Leveraged Buyouts, and Mergers and Acquisitions by Joshuwa Rosenbaum and Joshua Pearl															
<b>Pre-requisites (Self Learning):</b> Basics of Mergers and acquisitions															
<b>RBT Levels:</b> L2 – Understanding, L3 – Applying															
<b>Module-5:The IB Wealth Management Business</b>														8 Hrs	
IB advisory function—building a wealth management business platform, Doing well by doing good—reflecting on alternatives to build wealth, The heart of the client—his/her business, Confronting the forces of business change, The business attributes of wealth management—business and ownership life-cycles, getting “personal” while staying professional, Maslow’s pyramid—a framework for assessing wealth management needs, The investment profiles of wealth management customers, Wealth management business synergies—cross-selling opportunities, The product set of wealth management solutions Textbook: Wealth Management by Dr. Suyash N Bhatt															
<b>Pre-requisites (Self Learning): Basics of Finance</b>															
<b>RBT Levels:</b> L2 – Understanding, L4 – Analyzing, L6- Assessing															
<b>IV. COURSE OUTCOMES</b>															
<b>CO1</b>		Students will be able to demonstrate the significance of investment banking													
<b>CO2</b>		Students will be able to value fixed and variable income securities.													
<b>CO3</b>		Student will be able to analyse M&A Deals													
<b>CO4</b>		Students will be able to apply different techniques for business valuation													
<b>CO5</b>		Students will be able to understand and analyse various techniques of project finance and new instruments for investment													
<b>V. CO-PO-PSO MAPPING</b> (mark H=3; M=2; L=1)															
<b>PO/P SO</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>						
<b>CO1</b>	2						2								
<b>CO2</b>		2				2									
<b>CO3</b>			2	2			2								



<b>CO4</b>		2			2			2							
<b>CO5</b>				2	2	2									
<b>VI. Assessment Details (CIE &amp; SEE)</b>															
<b>General Rules:</b> Refer appendix section1															
<b>Continuous Internal Evaluation(CIE):</b> Refer appendix section1															
<b>Semester End Examination(SEE):</b> Refer appendix section1															
<b>VII. Learning Resources</b>															
<b>VII(a): Textbooks</b>															
<b>Sl. No.</b>	<b>Title of the Book</b>				<b>Name of the author</b>			<b>Edition and Year</b>		<b>Name of the publisher</b>					
1.	Investment Banking				C.ATapan Jindal			5 <sup>th</sup> , 2017		Bharat Law House Pvt.Ltd.					
2.	Investment Banking: Valuation, Lbos, M&a, and IPOs: Valuation, LBOs, M&A, and IPOs,				Joshuwa Rosenbaum, Joshua Pearl			University Edition		Wiley Finance					
3.	Vault Career Guide to Investment Banking				Tom Lott										
4.	Financial Management				Prasanna Chandra			11 <sup>th</sup>		Theory and Practice					
<b>VII(b): Reference Books:</b>															
1.	Investment Banking- Concepts, Analyses and Cases				Pratap Giri			4 <sup>th</sup>		TMH					
2	Business of Investment Banking				Thomas Liaw			3 <sup>rd</sup>		John Wiley & Sons Inc					
<b>VII(c): Web links and Video Lectures (e-Resources):</b>															
<a href="https://www.youtube.com/watch?v=06kJXhOZhLU">https://www.youtube.com/watch?v=06kJXhOZhLU</a> <a href="https://www.youtube.com/watch?v=YHAR4ggU_S4">https://www.youtube.com/watch?v=YHAR4ggU_S4</a> <a href="https://www.youtube.com/watch?v=-PkN15TtFnc">https://www.youtube.com/watch?v=-PkN15TtFnc</a>															
<b>VIII:Activity Based Learning / Practical Based Learning/Experiential learning:</b>															
Assignments, Case studies, Practical Illustrations, Mini project															



|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)  
**SJB Institute of Technology**

BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060

Approved by AICTE, New Delhi.

Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi

Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015

Recognized by UGC, New Delhi with 2(f) & 12 (B)



### Master of Business Administration (MBA)

<b>Semester:</b>	III	<b>Course Type:</b>	PEC		
<b>Course Title: PROJECT ANALYSIS AND RISK MANAGEMENT</b>					
<b>Course Code:</b>	23MBAF306	<b>Credits:</b>			03
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}		3:0:0:0	<b>Total Hours:</b>	40	
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50	<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory			<b>Exam Hours:</b>	03
<b>I. Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To provide an understanding of project management framework, including its processes and knowledge areas.</li> <li>• To analyse the concept of project identification and feasibility analysis in project selection.</li> <li>• To provide insights on project management and its evaluation using networking techniques.</li> <li>• To analyse the risk associated with various projects through risk evaluation techniques.</li> <li>• To familiarise the concept of Public Private Partnerships (PPPs).</li> </ul>					
<b>II. Teaching-Learning Process (General Instructions):</b>					
Chalk and Talk PowerPoint Presentations Beyond Syllabus Presentations					
<b>III. COURSE CONTENT</b>					
<b>III(a). Theory PART</b>					
<b>Module-1: Introduction to Project Management</b>					8 Hrs
Meaning, Definition and Need for Project Management, Importance of Project Management, Types of Projects, Project Management Knowledge Areas and Processes, Role of Project Manager, The Project Life Cycle, Phases of Project Management Life Cycle, Essentials elements of Project Management, Project Management Principles. (Theory)					
<b>Pre-requisites (Self Learning):</b> Students should understand the concept of Project Management and its Life Cycle.					
<b>RBT Levels: RBT Levels: L1 – Remembering, L2 – Understanding</b>					
<b>Module-2: Project Identification and Selection</b>					8 Hrs
Generation of Ideas, Sources of New Project Ideas, Preliminary Screening of Projects. Project Identification Process- Sources of Financial resources - Pre-Feasibility Study and Feasibility Studies, Project Break-even point, Project Initiation and evaluation - Impact of Delays in Project Completions. (Theory)					
<b>Pre-requisites (Self Learning):</b> Management aspirants should ignite the young brains with idea generation process and identify the feasibility of project initiation and evaluation.					
<b>RBT Levels: L1 – Remembering, L2 – Understanding</b>					

<b>Module-3: Evaluation of Projects</b>							8 Hrs			
Project Organization, Project Planning, Project Control, Pre-requisites for successful Project Implementation – Network techniques: Development of Project Network, Time Estimation, scheduling, PERT, CPM, Network Cost System. (Theory and Problems).										
<b>Pre-requisites (Self Learning):</b> Students should gain the knowledge of project management, Evaluation process and techniques of project management in assessment of Risk.										
<b>RBT Levels:L3 – Applying, L4 – Analysing, L5 – Evaluating</b>										
<b>Module-4: Risk Analysis in Project Management</b>							8 Hrs			
Types and measure of project risk – simple estimation of risk – sensitivity analysis – scenario analysis – Monte Carlo simulation – Decision tree analysis – Managing risk – selection of projects under risk – risk analysis in practice- Adjusted NPV, Optimal Timing, Uniform Annual Equivalent (replacement period), and Adjusted Cost of Capital (Theory and Problems).										
<b>Pre-requisites (Self Learning):</b> Students should understand the concept of Credit Risk evaluation and valuation of venture capital.										
<b>RBT Levels: L3 – Applying, L4 – Analysing, L5 – Evaluating</b>										
<b>Module-5: Public-Private Partnerships (PPPs) in Project Management</b>							8 Hrs			
Introduction to PPPs, Types and purposes of PPPs, Different PPP models (Build-Operate-Transfer (BOT), Concessions, Joint Ventures), Risk assessment techniques and frameworks in PPPs, Risk allocation between public and private stakeholders, Developing risk mitigation strategies within project management, Sources of financing for PPP projects, Key performance indicators (KPIs) and Service Level Agreements (SLAs) for PPPs (Theory).										
<b>Pre-requisites (Self Learning):</b> Graduates should understand the concept of Insurance in overcoming the uncertainty and should undergo the IRDA regulations.										
<b>RBT Levels: L1 – Remembering, L2 – Understanding</b>										
<b>IV. COURSE OUTCOMES</b>										
<b>CO1</b>	Graduates should be able to understand the various concepts of project management and its principles									
<b>CO2</b>	Students will be familiarised with the feasibility study of initiating the right projects									
<b>CO3</b>	Graduates will acquaint the knowledge of critically evaluating the risk associated in project management through various techniques.									
<b>CO4</b>	Students will be able to understand the concept of Public Private Partnerships (PPPs)									
<b>V. CO-PO-PSO MAPPING</b>										
<b>PO/PSO</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>	
<b>CO1</b>	3			2			2			
<b>CO2</b>		2			1		1			
<b>CO3</b>	2			1		2				
<b>CO4</b>				2						1
<b>VI. Assessment Details (CIE &amp; SEE)</b>										
<b>General Rules:</b> Refer appendix section1										
<b>Continuous Internal Evaluation(CIE):</b> Refer appendix section1										
<b>Semester End Examination(SEE):</b> Refer appendix section1										
<b>VII. Learning Resources</b>										
<b>VII(a): Textbooks:</b>										
<b>Sl. No.</b>	<b>Title of the Book</b>	<b>Name of the author</b>				<b>Edition and Year</b>		<b>Name of the publisher</b>		

1	Projects: Planning, Analysis, Implementation & Review,	Prasanna Chandra	Latest Edition	Tata McGraw Hill
2	Project Management	Bhavesh M. Patel,	Latest Edition	Vikas Publishing House, New Delhi.
3	Project Management	Vasant Desai	Second Revised Edition	Himalaya Publishing House
<b>VII(b): Reference Books:</b>				
1	Risk Management and Insurance	Scott E. Harrington & Gregory R Niehaus	2/e, 2007	TMH
2	Project Management and Control	P.C.K. Rao	Latest Edition	Sultan Chand & Sons
<b>VII(c): Web links and Video Lectures (e-Resources):</b>				
<p>Mention the links of the online resources, video materials, etc.</p> <p><a href="https://www.investopedia.com/terms/p/project-management.asp">https://www.investopedia.com/terms/p/project-management.asp</a></p> <p><a href="https://www.geeksforgeeks.org/risk-analysis-in-project-management/">https://www.geeksforgeeks.org/risk-analysis-in-project-management/</a></p> <p><a href="https://www.forbes.com/advisor/business/project-management-techniques/">https://www.forbes.com/advisor/business/project-management-techniques/</a></p> <p><a href="https://www.pppinindia.gov.in/">https://www.pppinindia.gov.in/</a></p>				
<b>VIII: Activity Based Learning / Practical Based Learning/Experiential learning:</b>				
<p>Mention suggested Activities like seminar, assignments, quiz, case studies, mini projects, industry visit, self-study activities, group discussions, etc.</p> <ul style="list-style-type: none"> <li>• Should should visit infrastructure projects</li> <li>• Understand how the project management really works in corporate culture</li> <li>• Interact with venture capitalists in the area of project management and its selection.</li> <li>• Understand how different evaluation techniques will identify the risk associated in various projects.</li> </ul> <p style="padding-left: 40px;">Understand the functioning and organisation structure of Public Private Partnerships.</p>				



### Master of Business Administration (MBA)

<b>Semester:</b>	III	<b>Course Type:</b>	PEC		
<b>Course Title:TALENT ACQUISITION</b>					
<b>Course Code:</b>	23MBAH303	<b>Credits:</b>			03
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}		3:0:0:0	<b>Total Hours:</b>	40	
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50	<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory			<b>Exam Hours:</b>	3
<b>I. Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To make the students realize the challenges of acquisition and recruiting of talents for the competitive advantage of the organization.</li> <li>• To understand the concepts of competency and its usage in evaluating a person's work.</li> <li>• To get an idea about different tools in identifying required competencies in a person</li> <li>• To understand how important and beneficial is to acquire and develop talents in the industry.</li> </ul>					
<b>II. Teaching-Learning Process (General Instructions):</b>					
Chalk & Talk Method Power Point Presentation Keynotes Activity Based Presentations Assignment Subject Viva Voce Beyond Syllabus					
<b>III. COURSE CONTENT</b>					
<b>III(a). Theory PART</b>					
<b>Module-1:Basics of Talent Acquisition</b>					<b>8 Hrs</b>
<b>Basics of Talent Acquisition</b> Talent- engine of new economy, leveraging talent, the talent value chain, elements of talent friendly organizations, talent acquisition process. Internal and External environment effecting recruitment. 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>Pre-requisites (Self Learning)</b> Understanding of the concept of Talent Acquisition, understanding Talent Management System, Setting goals & personal commitment					
<b>RBT Levels: L1, L2, L3, L4</b>					
<b>Module-2:Talent Planning</b>					<b>8 Hrs</b>

<b>Talent Planning</b>	
Concept, succession management process, Integrating succession planning and career planning, designing succession planning program, strategic accountability approach in developing the workforce, balanced scorecard, talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management, CEO Succession planning.	
<b>Pre-requisites (Self Learning)</b>	
Understanding of the concept of Talent Planning, understanding Compensation Management within Talent Management, Setting goals & personal commitment	
<b>RBT Levels: L1, L2, L3, L4</b>	
<b>Module-3:Job Analysis, Job Description and Job Design</b>	8 Hrs
<b>Job Analysis, Job Description and Job Design</b>	
Identify the Job to Examine; Determine Appropriate Information Sources and Collect Job-Related Data; Job Description; 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. Overview of the Hiring Process; Recruitment Metrics; Factors Affecting Recruitment; Recruitment Strategy: An Internal Approach; Recruitment Strategy: An External Approach	
<b>Pre-requisites (Self Learning)</b>	
Understanding of the concept of Analysing a Job, Different sources of recruitment, Overview of the hiring process.	
<b>RBT Levels: L1, L2, L3, L4, L5</b>	
<b>Module-4:Competency mapping and Methodology</b>	8 Hrs
<b>Competency mapping and Methodology</b>	
Concepts and definition of competency; types of competencies, competency based HR systems, competency and performance, Competency Ice Berg Model, developing various competency models, how competencies relate to acquiring talent. competency model development,Competency models, people capability maturity model,developing competency framework, competency profiling, competency mapping tools, use of psychological testing in competency mapping, why competency-based interviewing?	
<b>Pre-requisites (Self Learning)</b>	
Understanding of the concept Competency, different models of competency, Setting goals & personal commitment	
<b>RBT Levels: L1, L2, L3, L4, L5</b>	
<b>Module-5:Selection and Interview Strategy</b>	8 Hrs
<b>Selection and Interview Strategy</b>	
The Job Evaluation Process, Legal and Ethical Considerations for Job Evaluation; Online Salary Survey, Interview Strategy and Process; Millennials shaping the Recruitment landscape in the organizations; Strategies for recruiting and selecting Generation Y into the workforce Developing Effective. Interviewers; Interviewing Techniques; Legal and Ethical Considerations in the Interview Process; The overall BEI Process; Assessment Centre's; Simulations. Implications of Using Social Media Content in Hiring Decisions; Background Checks; Reference Checks; Pre-employment Testing; Making a Job Offer; Evaluating the Recruitment and Selection Process	
<b>Evaluating the recruitment/selection process: Budget.</b>	
<b>Time, Selection and acceptance rates. Induction &amp;socialization, Exit &amp; stay interview.</b>	
<b>Pre-requisites (Self Learning)</b>	
Understanding of the concept Competency, different models of competency, Setting goals & personal commitment	
<b>RBT Levels: L1, L2, L3, L4, L5</b>	

#### IV. COURSE OUTCOMES

CO1	To Acquire knowledge and the various challenges of acquisition and retention of talents for competitive advantage of the organization.
CO2	To Gain insights to develop and retain best talents in the industry.
CO3	To Learn the concepts of competency and its usage in evaluating a person's talent.
CO4	To develop an appreciation of the talent environment and the criticality of Recruitment and selection process.

#### V. CO-PO-PSO MAPPING(mark H=3; M=2; L=1)

PO/P SO	1	2	3	4	5	PSO1	PSO2	PSO3	PSO4						
CO1	3				2	3			2						
CO2			2				2		2						
CO3	2			3	2			2							
CO4	2		2			3	2								

#### VI. Assessment Details (CIE & SEE)

**General Rules:** Refer appendix section1

**Continuous Internal Evaluation(CIE):** Refer appendix section1

**Semester End Examination(SEE):** Refer appendix section1

#### VII. Learning Resources

##### VII(a): Textbooks:

Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
01	Talent Management	Gowri Joshi, Veena Vohra	2018	Cengage Learning
02	Competence at work	Lyle M. Spencer, Signe M. Spencer	1993	John Wiley
03	Human Resource Selection	Gate wood, Field	2009	Cengage

##### VII(b): Reference Books:

01	The Talent Management Hand Book	Lance A. Berger & Dorothy R. Berger		Tata McGraw Hill
02	A Handbook of Competency Mapping	Seema Sangi	2004.	Response BOOKS
03	Human Resource management	Sharon Pande	2000	(Pearson)

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

<https://www.pdfdrive.com/the-talent-management-handbook-e33563313.html>  
[https://www.researchgate.net/publication/228672156\\_Strategic\\_Talent\\_Management\\_A\\_review\\_and\\_research\\_agenda](https://www.researchgate.net/publication/228672156_Strategic_Talent_Management_A_review_and_research_agenda)  
<https://hvtc.edu.vn/Portals/0/files/635834387511001885talent-management-a-focus-onexcellence.pdf>  
[https://www.youtube.com/watch?v=Pk8hN7lw\\_RA](https://www.youtube.com/watch?v=Pk8hN7lw_RA)  
<https://www.youtube.com/watch?v=ZG8coejZoSg>  
[https://www.tutorialspoint.com/talent\\_management/talent\\_management\\_tutorial.pdf](https://www.tutorialspoint.com/talent_management/talent_management_tutorial.pdf)

#### VIII: Activity Based Learning / Practical Based Learning/Experiential learning:

Students are expected to conduct a study on how talents are acquired– in various industries – and various strategies followed by the respective companies.

Discussion on “How to have/ evaluate the performance of the MBA students”.

Ask the students to find out the best employer surveys conducted during the past one year and make a presentation.

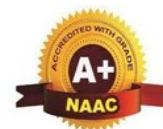
Identify the important positions in your college or any other organization and ascertain the measures if any taken to develop second line of leadership.

Ask the students to collect data about the position of principal, director, and other teachers in your college and prepare a competency dictionary for the said positions.

Presentation by students about the competency directory profiling of various positions.

Ask the students to role play the behavioural event interview to collect data for competency mapping for the position of management professor.





### Master of Business Administration (MBA)

<b>Semester:</b>	III	<b>Course Type:</b>	PEC		
<b>Course Title: INDUSTRIAL RELATION &amp; LEGISLATION</b>					
<b>Course Code:</b>	23MBAH304	<b>Credits:</b>			03
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}		3:0:0:0	<b>Total Hours:</b>	40	
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50	<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory			<b>Exam Hours:</b>	03
<b>I. Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To describe and identify the application of Labour Laws regulating Industrial Relations in Organisation</li> <li>• To describe and explain the relevance and importance of Labour Laws and Industrial Relations in Organisation</li> <li>• To apply and solve the workplace problems through Labour Laws</li> <li>• To create and reconstruct Industrial Relations System to be adopted in the Organisation</li> <li>• To appraise and judge the practical applicability of Labour Laws regulating Industrial Relations in Organisation</li> </ul>					
<b>II. Teaching-Learning Process (General Instructions):</b>					
Presentation, Case study, Assignment					
Pre-requisites (Self Learning): Understanding & application of the concept, setting goal & personal commitment					
<b>III. COURSE CONTENT</b>					
<b>III(a).Theory PART</b>					
<b>Module-1:Introduction to Industrial Relations</b>					8 Hrs
<b>Introduction</b> – Industrial Relation: Definitions, Scope, Objectives, Types, Characteristics, Importance, approaches of Industrial Relations, Model of Industrial relations, Recent Trends in Industrial Relations, Managing IR Changes. The Participants of Industrial Relation Activities. <b>Textbook:Chapter:sections: Rao P Subba, Essentials of HRM and Industrial Relation</b>					
<b>Pre-requisites (Self Learning)</b> Understanding & application of the concept, setting goal & personal commitment					
<b>RBT Levels:</b> L1 – Remembering, L2 – Understanding					
<b>Module-2:Evolution of Labour Legislation in India</b>					8 Hrs
<b>Evolution of Labour Legislation in India</b> - History of Labour Legislation in India, Objectives of Labour Legislation, Types of Labour Legislations in India, Constitutional Provisions for the Protection of Labour Workforce in India, Rights of Woman Workers; Concept and steps of Grievance, Need for a Grievance Redressal procedure, Legislative aspects of the grievance redressal procedure in India, Model of Grievance redressal Procedure <b>Textbook:Chapter:sections: B D Singh, Industrial Relations and Labour Laws- Emerging Paradigms</b>					
<b>Pre-requisites (Self Learning)</b> Understanding & application of the concept, setting goal & personal commitment					

<b>RBT Levels:</b> L1 – Remembering, L2 – UnderstandingL3 – Applying															
<b>Module-3:Collective bargaining</b>														8 Hrs	
<b>Collective bargaining:</b> Concept – function and Importance – principles and forms of Collective bargaining, importance of Collective Bargaining, Process of Collective Bargaining, Negotiation, form of negotiation Workers’ Discipline Management, causes of indiscipline, disciplinary Action - service rules, misconduct, investigation of allegations, showcase notice, charge sheet, domestic enquiry, Report of findings, punishments to be imposed. Worker’s participation In Management. <b>Textbook:Chapter:sections:Rao P Subba, Essentials of HRM and Industrial Relation</b>															
<b>Pre-requisites (Self Learning)</b> Understanding &application of the concept, setting goal & personal commitment															
<b>RBT Levels:</b> L1 – Remembering, L2 – UnderstandingL3 – Applying															
<b>Module-4:Labour Legislations-Part I</b>														8 Hrs	
<b>Labour Legislations-Part I-Introduction to Employee Relation,</b> meaning and significance of employee relation in industry, <b>Factory Act 1948,</b> Contract labour Act (Regulation and Abolition)Act 1970, The Payment of Wages Act, 1936 – the Minimum Wages Act, 1948. Trade Union act 1926. <b>Textbook:Chapter:sections:B D Singh, Industrial Relations and Labour Laws- Emerging Paradigms</b>															
<b>Pre-requisites (Self Learning)</b> Understanding &application of the concept, setting goal & personal commitment															
<b>RBT Levels:</b> L2 – Understanding, L3 – Applying															
<b>Module-5: Labour Legislations-Part II</b>														8 Hrs	
<b>Labour Legislations-Part II:</b> Employee State Insurance Act 1948, Employee Compensation Act 1923, Maternity Benefit Act 1961, Employee provident Fund and Miscellaneous Provisions Act 1952, Gratuity Act 1972, Bonus Act 1965. <b>Textbook:Chapter:sections: B D Singh, Industrial Relations and Labour Laws- Emerging Paradigms</b>															
<b>Pre-requisites (Self Learning)</b> Understanding &application of the concept, setting goal & personal commitment															
<b>RBT Levels:</b> L2 – Understanding, L3 – Applying															
<b>IV. COURSE OUTCOMES</b>															
<b>CO1</b>	Gain practical experience related to labour legislations in India across various sectors														
<b>CO2</b>	Acquire conceptual knowledge of Industrial relations and labour laws followed within industries.														
<b>CO3</b>	Develop the greater understanding of IR concepts and its application in solving various issues in IR														
<b>CO4</b>	Apply the IR and labour laws concepts in various industries in India.														
<b>V. CO-PO-PSO MAPPING(mark H=3; M=2; L=1)</b>															
<b>PO/P SO</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>						
<b>CO1</b>	2				2	3									
<b>CO2</b>		3	2				2								
<b>CO3</b>				3		3		2							
<b>CO4</b>		2		2			1		2						
<b>VI. Assessment Details (CIE &amp; SEE)</b>															
<b>General Rules:</b> Refer appendix section1															

**Continuous Internal Evaluation(CIE):** Refer appendix section1

**Semester End Examination(SEE):** Refer appendix section1

## **VII. Learning Resources**

### **VII(a): Textbooks:**

<b>Sl. No.</b>	<b>Title of the Book</b>	<b>Name of the author</b>	<b>Edition and Year</b>	<b>Name of the publisher</b>
1	Industrial relation	S. Venkata Ratam and Manoranjan Dhal,	2017,2 <sup>nd</sup> edition	Oxford Publication
2	Essentials of HRM and Industrial Relation,	Rao, P Subba	2013, 5 <sup>th</sup> edition	Himalaya Publishing House
3	Industrial Relations, Trade Union and Labour Legislation	PRN Sinha, Indu Bala Sinha, Seema Shekhar	2017, 3 <sup>rd</sup> edition	Pearson

### **VII(b): Reference Books:**

4	Industrial Relations and Labour Laws- Emerging Paradigms	B.D.Singh	2008	Excel Book
---	--	-----------	------	------------

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

Mention the links of the online resources, video materials, etc.

<https://www.youtube.com/watch?v=P29Cp35JqGA>

<http://www.digimat.in/nptel/courses/video/110105069/L22.html>

<https://www.buytestseries.com/OnlineCourses/Industrial-Relations-MBA-Video-Lecture-Online>

<https://www.icsi.edu/media/webmodules/publications/7.%20Industrial,%20Labour%20and%20General%20Laws.pdf>

<https://www.icsi.edu/media/webmodules/publications/7.%20Industrial,%20Labour%20and%20General%20Laws.pdf>

### **VIII:Activity Based Learning / Practical Based Learning/Experiential learning:**

Mention suggested Activities like seminar, assignments, quiz, case studies, mini projects, industry visit, self-study activities, group discussions, etc

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



|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)  
**SJB Institute of Technology**

BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060

Approved by AICTE, New Delhi.

Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi

Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015

Recognized by UGC, New Delhi with 2(f) & 12 (B)



## Master of Business Administration (MBA)

<b>Semester:</b>	III	<b>Course Type:</b>	PEC		
<b>Course Title: STRATEGIC HRM</b>					
<b>Course Code:</b>	23MBAH305	<b>Credits:</b>			03
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}		3:0:0:0	<b>Total Hours:</b>	40	
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50	<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory			<b>Exam Hours:</b>	03
<b>I. Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To focus on the best practices, tools and models to implement an effective HRM system.</li> <li>• The objective of the course is to develop a theoretical and practical understanding of the role of HR professionals as a strategic partner in organizations.</li> <li>• To Provide insights on how to develop and formulate strategies and programs to introduce and sustain competitive HR advantage in organizations.</li> <li>• To provide linkages of Business Strategy to HR Strategies – Policies &amp; Systems.</li> </ul>					
<b>II. Teaching-Learning Process (General Instructions):</b>					
Chalk & Talk Method Power Point Presentation Keynotes Activity Based Presentations Assignment Subject Viva Voce Beyond Syllabus					
<b>III. COURSE CONTENT</b>					
<b>III(a). Theory PART</b>					
<b>Module-1: Introduction to Strategic Human Resource Management</b>					8 Hrs
<b>Introduction to Strategic Human Resource Management</b>					
Definition, need, importance of Strategic Human resource management, A shift from Traditional HRM to Strategic HRM, Linking HR strategy with business strategy, Strategic approach to management structure. Challenges of Strategic HRM - Impact of technology, HR issues and challenges related to technology, Ethical Behavior, Workforce Demographic changes and diversity.,					
<b>Pre-requisites (Self Learning)</b>					
Understanding of HRM concept is required.					
<b>RBT Levels: L1, L2, L3</b>					
<b>Module-2: Human Resource Environment</b>					8 Hrs
<b>Human Resource Environment</b>					
Cross Cultural Management, Workforce Diversity, Change in Employment Relationship: Temporary and Contract Labour, Nepotism, Headhunting, Assessment Center. Career Planning – Organizational centered career planning, individual centered career planning,					

Succession planning – Elements of succession planning, Challenges of Succession planning Role of an HR in CSR.	
<b>Pre-requisites (Self Learning)</b> <b>Understanding of the concepts on Cross Culture, Diversity.</b>	
<b>RBT Levels: L1, L2, L3, L4</b>	
<b>Module-3:Human Resource Planning</b>	8 Hrs
<b>Human Resource Planning</b> Objectives of Human resource planning, Types of planning: Aggregate planning, Succession Planning. The strategic role of Human Resource Planning, Selecting forecasting techniques, forecasting the supply of human resources, forecasting the demand for human resources, workforce utilization and employment practices. <b>Design and Resign of Work Systems:</b> Design of work systems, Job rotation, Redesign of work systems, Strategic work redesign in Action, Mergers and Acquisitions, Understanding change, Managing Change.	
<b>Pre-requisites (Self Learning)</b> Understanding of HRP functions.	
<b>RBT Levels: L1, L2, L3, L4</b>	
<b>Module-4:Staffing&amp; Training and development</b>	8 Hrs
<b>Staffing:</b> Recruiting, Temporary versus Permanent Employees, Internal versus External Recruiting, when and how extensively to recruit, methods of Recruiting, selection, Interviewing, Testing, Diversity. <b>Training and development:</b> Benefits, Planning and strategizing training, Need Assessment, Objectives, Design and delivery, evaluation.	
<b>Pre-requisites (Self Learning)</b> Understanding the basic functions of HR	
<b>RBT Levels: L1, L2, L3, L4</b>	
<b>Module-5:Strategic Human resource management issues</b>	8 Hrs
<b>Strategic Human resource management issues</b> Employee engagement, Investment in Training and Development, Learning organization, Skill based pay, Variable pay. HR outsourcing, Factors driving the need to outsource, Stages of outsourcing, Understanding retrenchment and redundancy. Global competitive advantage, Employer branding and Employee Value proposition, Global ethical environment. Strategic HR issues in Global assignments. Cases related to Strategic HRM	
<b>Pre-requisites (Self Learning)</b> Understanding of Strategic HRM concepts.	
<b>RBT Levels: L1, L2, L3, L4, L5</b>	
<b>IV. COURSE OUTCOMES</b>	
<b>CO1</b>	Be able to understand the need for different HRM practices in alignment with different business strategies through closed system as well as open system models such as behavioral perspective
<b>CO2</b>	Analyze the strategic role of human resource management in a competitive environment and evaluate the relationship between human resource management and organizational performance.
<b>CO3</b>	To Analyze and integrate the human resource management functions of job analysis, human resource planning, recruitment and selection, performance management, training and development, compensation and benefits, employee relations, maintenance and

	separation, and human resource information systems and assess their contribution to organizational effectiveness
<b>CO4</b>	To Synthesize and apply knowledge in human resource management to contemporary organizations

**V. CO-PO-PSO MAPPING**(mark H=3; M=2; L=1)

<b>PO/PSO</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>						
<b>CO1</b>	3				2	3									
<b>CO2</b>		2			2		3								
<b>CO3</b>		2	3					2	2						
<b>CO4</b>			2	2		2			2						

**VI. Assessment Details (CIE & SEE)**

**General Rules:** Refer appendix section1

**Continuous Internal Evaluation(CIE):** Refer appendix section1

**Semester End Examination(SEE):** Refer appendix section1

**VII. Learning Resources**

**VII(a): Textbooks:**

<b>Sl. No.</b>	<b>Title of the Book</b>	<b>Name of the author</b>	<b>Edition and Year</b>	<b>Name of the publisher</b>
01	Strategic Human Resource Management	Charles R. Greer	2007	Pearson Education
02	Human Resource Management	Gary Dessler	2003.	PHI, New Delhi
03	Strategic HRM	Jaffrey A Mello		Thompson publication, New Delhi

**VII(b): Reference Books:**

01	Managing Human Resources	Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy	2001	PHI
02	Strategic HRM	Michael Armstrong		Kogan page, London
03	“The Routledge Companion to Strategic Human Resource Management”	John Storey, Patrick M. Wright and Dave Ulrich	2009	Routledge

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

<https://safetyculture.com/topics/training-strategies/>  
<https://www.youtube.com/watch?v=MyzAgy16wk0>  
<https://www.forbes.com/advisor/business/strategic-human-resource-management/>  
<https://timespro.com/blog/what-is-cross-cultural-management-and-its-importance>

**VIII: Activity Based Learning / Practical Based Learning/Experiential learning:**

Activities like seminar, assignments, quiz, case studies, mini projects, industry visit, self-study activities, group discussions, etc



### Master of Business Administration(MBA)

<b>Semester:</b>	III	<b>Course Type:</b>	PEC		
<b>Course Title: LEADERSHIP AND ORGANIZATION DEVELOPMENT</b>					
<b>Course Code:</b>	23MBAH306	<b>Credits:</b>			03
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}		3:0:0:0	<b>Total Hours:</b>	40	
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50	<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory			<b>Exam Hours:</b>	03
<b>I. Course Objectives:</b>					
<ol style="list-style-type: none"> <li>1. The student will be able to describe and Identify the application of Leadership styles and practices followed in the Organisation</li> <li>2. The student will be able to describe and explain in her/his own words, the relevance and importance of various Leadership practices and style followed in the Organisation</li> <li>3. The student will be able to apply and solve the workplace problems through Leadership practices</li> <li>4. The student will be able to classify and categories different Leadership practices and styles followed in the Organisation</li> <li>5. The student will be able to create and reconstruct Leadership required to manage the Human Resources in the Organisation</li> <li>6. The student will be able to appraise and judge the practical applicability of Leadership practices followed in the Organisation</li> </ol>					
<b>II. Teaching-Learning Process (General Instructions):</b>					
Presentation, Case study, Assignment					
Pre-requisites (Self Learning): Understanding & application of the concept, setting goal & personal commitment					
<b>III. COURSE CONTENT</b>					
<b>III(a).Theory PART</b>					
<b>Module-1:Introduction</b>					8 Hrs
Concept of Leadership, Ways of Conceptualizing Leadership, Definition and Components, Leadership Described, Trait Versus Process Leadership, Assigned Versus Emergent Leadership. Leadership and Power, Leadership and Coercion, Leadership and Management.					
<b>Textbook:Chapter:sections:</b> Effective Leadership, Lussier/ Achus					
<b>Pre-requisites (Self Learning):</b> Understanding & application of the concept					
<b>RBT Levels:</b> L1-Remembering,L2-Understanding					
<b>Module-2:Organizational Leadership</b>					8 Hrs
Organizational Leadership: Charismatic and transformational leadership, Stewardship and servant leadership, Leadership of culture and diversity, Creating high performance culture, Strategic leadership					
Leadership traits and ethics: Personality traits and leadership, traits of effective leaders, Leadership attitudes, ethical leadership, Achievement motivation theory					
<b>Textbook:Chapter:sections:</b> Effective Leadership, Lussier/ Achus					



<b>Pre-requisites (Self Learning):</b> Understanding & application of the concept, setting goal & personal commitment																	
<b>RBT Levels:</b> L1-Remembering,L2-Understanding,Applying-L3																	
<b>Module-3:</b> Leadership behaviour										8 Hrs							
Leadership behaviour: Leadership and motivation, contingency leadership: Leadership behaviour and styles, Leadership grid, Content and process theories, Reinforcement theory, Contingency leadership theories and models, Leadership continuum theory, Normative leadership theory, Leadership substitute theory <b>Textbook:Chapter:sections:</b> Leadership-Enhancing the Lessons of experience, Hughes, Ginnet, Curphy																	
<b>Pre-requisites (Self Learning):</b> Understanding & application of the concept, setting goal & personal commitment,																	
<b>RBT Levels:</b> L1-Remembering,L2-Understanding,Applying-L3, Analysis-L4																	
<b>Module-4:</b> Team Leadership										8 Hrs							
Team Leadership: The use of teams in organizations, Types of teams, Decision making in teams, Leadership skills for effective team meetings, Ginnet’s team effectiveness leadership model, virtual and self managed teams, the changing role of leadership in self managed teams <b>Textbook:Chapter:sections:</b> Leadership-Enhancing the Lessons of experience, Hughes, Ginnet, Curphy																	
<b>Pre-requisites (Self Learning):</b> Understanding & application of the concept																	
<b>RBT Levels:</b> L1-remembering,L2-Understanding, Applying-L3																	
<b>Module-5:</b> Leadership development and succession										8 Hrs							
Leadership development and succession: Development through self awareness and self discipline, Development through education, experience, and mentoring, succession, Leader follower relations- Followers, Fellowship, Delegation, Coaching, Managing conflict. <b>Textbook:Chapter:sections:</b> Effective Leadership, Lussier/ Achus																	
<b>Pre-requisites (Self Learning):</b> Understanding & application of the concept																	
<b>RBT Levels:</b> L1-Remembering,L2-Understanding, Applying-L3, L4-Analysis																	
<b>IV. COURSE OUTCOMES</b>																	
CO1	Understand the fundamental concepts and principles, theories of Organizational Leadership																
CO2	Analyze the organizational leadership style, approaches and traits, its impact on the followers by using leadership theories and instruments																
CO3	Developing better insight in understanding the leadership traits that influence them to work effectively in group																
CO4	Demonstrate their ability to apply of their knowledge in organizational leadership.																
<b>V. CO-PO-PSO MAPPING</b> (mark H=3; M=2; L=1)																	
<b>PO/P SO</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>								
CO1	2					2											
CO2	3		2	2	3		2										
CO3	2		2	2			2										
CO4	2				2			2									
<b>VI. Assessment Details (CIE &amp; SEE)</b>																	
<b>General Rules:</b> Refer appendix section1																	
<b>Continuous Internal Evaluation(CIE):</b> Refer appendix section1																	
<b>Semester End Examination(SEE):</b> Refer appendix section1																	

<b>VII. Learning Resources</b>				
<b>VII(a): Textbooks:</b>				
<b>Sl. No.</b>	<b>Title of the Book</b>	<b>Name of the author</b>	<b>Edition and Year</b>	<b>Name of the publisher</b>
1	Effective Leadership	Lussier/ Achns	Third edition,2007	Thomson South Western
2	Leadership-Enhancing the Lessons of experience	Hughes, Ginnet, Curphy	Fifth edition,2006	Tata McGraw Hill
3	Leadership-Research findings, Practice, and skills	Andrew J Durbrin	Fourth edition,2007	Biztantra
<b>VII(b): Reference Books:</b>				
1	Leadership in Organizations	Gary Yukl	6th Edition	Pearson Education
2	The Leadership Experience	Richard L Daft	Cengage Learning	2nd Edition, 2002
3	The art of leadership	George Manning and Kent	2nd edition	Mc Graw Hill Education
<b>VII(c): Web links and Video Lectures (e-Resources):</b>				
Mention the links of the online resources, video materials, etc. <a href="https://www.youtube.com/watch?v=QqalkWK19uw">https://www.youtube.com/watch?v=QqalkWK19uw</a> <a href="https://www.youtube.com/watch?v=pfAbWjsqzBE">https://www.youtube.com/watch?v=pfAbWjsqzBE</a> <a href="https://youtu.be/ymq8pfWCOyQ?t=22">https://youtu.be/ymq8pfWCOyQ?t=22</a>				
<b>VIII:Activity Based Learning / Practical Based Learning/Experiential learning:</b>				
Mention suggested Activities like seminar, assignments, quiz, case studies, mini projects, industry visit, self-study activities, group discussions, etc Select Case of Successful Leadership Practices; TATA Group; Reliance; Infosys; WIPRO; and Organisations which are listed as Fortune Companies. Survey Report analysis of NHRD; NIPM; CII; FICCI; Conference Board; CCL - Centre of Creative Leadership				



|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)  
**SJB Institute of Technology**

BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060

Approved by AICTE, New Delhi.

Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi

Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015

Recognized by UGC, New Delhi with 2(f) & 12 (B)



### Master of Business Administration (MBA)

<b>Semester:</b>	III	<b>Course Type:</b>	PEC		
<b>Course Title: INTRODUCTION TO PYTHON, DATA AND CONTROL SYSTEM</b>					
<b>Course Code:</b>	23MBAB303	<b>Credits:</b>			03
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}		3:0:0:0	<b>Total Hours:</b>	40	
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50	<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory			<b>Exam Hours:</b>	3Hrs
<b>I. Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To understand python programming</li> <li>• To develop Python programs with conditionals and loops.</li> <li>• To define Python functions and call them.</li> <li>• To use Python data structures – lists, tuples, dictionaries and do with input / output with files in Python.</li> </ul>					
<b>II. Teaching-Learning Process (General Instructions):</b>					
Mention the planned/proposed sample Strategies, which teachers can use to accelerate the attainment of the various course outcomes.					
<b>III. COURSE CONTENT</b>					
<b>III(a).Theory PART</b>					
<b>Module-1:Introduction to Python Program</b>					8 Hrs
<b>Introduction to Python Program:</b> Creativity and motivation, Computer hardware architecture, understanding programming, word and sentence, Conversing with Python, Terminology, Debugging, The learning journey.					
<b>RBT Levels: L1,L2</b>					
<b>Module-2:Variables, Expressions and Statements</b>					8 Hrs
<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, flow of execution, parameters and arguments.					
<b>RBT Levels: L1,L2</b>					
<b>Module-3:Control Flow, Loops and Conditionals</b>					8 Hrs
<b>Control Flow, Loops and Conditionals:</b> Boolean values and operators, conditional (if), alternative (if-else), chained conditional (if-elif-else); Iteration: while, for, break, continue.					
<b>RBT Levels:L2,L3</b>					
<b>Module-4:Functions, Arrays and Fruitful functions</b>					8 Hrs
<b>Functions, Arrays 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.					

<b>RBT Levels: L2,L3</b>															
<b>Module-5:Lists, Tuples, Dictionaries</b>														8 Hrs	
<b>Lists, Tuples, Dictionaries:</b> list operations, list slices, list methods, list loop, mutability, aliasing, cloning lists, list parameters, list comprehension; <b>Tuples:</b> tuple assignment, tuple as return value, tuple comprehension; <b>Dictionaries:</b> operations and methods, comprehension.															
<b>RBT Levels: L3,L4</b>															
<b>IV. COURSE OUTCOMES</b>															
<b>CO1</b>	Understand the concepts of python programming														
<b>CO2</b>	Structure a simple Python programs for solving problems.														
<b>CO3</b>	Apply the knowledge to decompose a Python program into functions.														
<b>CO4</b>	Analyse and Represent compound data using Python lists, tuples, dictionaries.														
<b>CO5</b>	Read and write data form/to files in Python Program														
<b>V. CO-PO-PSO MAPPING(mark H=3; M=2; L=1)</b>															
<b>PO/PSO</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>						
<b>CO1</b>	1				2	3									
<b>CO2</b>		2	2				2								
<b>CO3</b>				3		3		2							
<b>CO4</b>		2		2			1		2						
<b>CO5</b>			2					1							
<b>VI. Assessment Details (CIE &amp; SEE)</b>															
<b>General Rules:</b> Refer appendix section1															
<b>Continuous Internal Evaluation(CIE):</b> Refer appendix section1															
<b>Semester End Examination(SEE):</b> Refer appendix section1															
<b>VII. Learning Resources</b>															
<b>VII(a): Textbooks:</b>															
<b>Sl. No.</b>	<b>Title of the Book</b>	<b>Name of the author</b>				<b>Edition and Year</b>				<b>Name of the publisher</b>					
1.	Think Python: How to Think like a Computer Scientist	Allen B. Downey				2nd edition.				SPD					
2.	Updated for Python 3,	O Reilly				2016.				Shroff Publishers					
3.	Core Python Programming	W.Chun,				2018				Pearson.					
<b>VII(b): Reference Books:</b>															
1.	“Core Python Programming”,	R.Nageswara Rao				2020				Dream tech.					
<b>VII(c): Web links and Video Lectures (e-Resources):</b>															
<ul style="list-style-type: none"> <li>• www.Programiz.</li> <li>• www.CodeCademy</li> <li>• www.FreeCodeCamp</li> </ul>															

**VIII:Activity Based Learning / Practical Based Learning/Experiential learning:**

Seminar, assignments, quiz, case studies, mini projects, industry visit, self-study activities, group discussions, etc



|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)  
**SJB Institute of Technology**

BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060

Approved by AICTE, New Delhi.

Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi

Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015

Recognized by UGC, New Delhi with 2(f) & 12 (B)



### Master of Business Administration (MBA)

<b>Semester:</b>	III	<b>Course Type:</b>	PEC
<b>Course Title: BUSINESS ANALYTICS AND INTELLIGENCE</b>			
<b>Course Code:</b>	23MBAB304	<b>Credits:</b>	3
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}	3:0:0:0	<b>Total Hours:</b>	40
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50
<b>SEE Type:</b>	Theory	<b>Total Marks:</b>	100
		<b>Exam Hours:</b>	03
<b>I. Course Objectives:</b>			
<ol style="list-style-type: none"> <li>1. Understand the role of business analytics and intelligence in decision-making</li> <li>2. Learn key techniques and tools for analyzing business data</li> <li>3. Develop skills to interpret and present data insights effectively</li> <li>4. Apply analytical methods to real-world business scenarios</li> </ol>			
<b>II. Teaching-Learning Process (General Instructions):</b>			
Interactive Lectures and Demonstrations, Case Studies and Projects, Guest Speakers and Industry Experts, Online Resources and Tutorials, Collaborative Learning Activities, Practical Workshops and Coding Sessions, Feedback and Assessment, Ethical Discussions and Debates, Industry Visits and Internship Opportunities, Continuous Professional Development.			
<b>III. COURSE CONTENT</b>			
<b>III(a). Theory PART</b>			
<b>Module-1: Introduction to Business Analytics and Intelligence</b>			8 Hrs
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>RBT Levels: L1, L2</b>			
<b>Module-2: Descriptive Analytics</b>			8 Hrs
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>RBT Levels: L1, L2</b>			
<b>Unit 3: Prescriptive Analytics</b>			8 Hrs
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>RBT Levels: L1, L2, L3</b>			
<b>Module-4: Business Intelligence</b>			8 Hrs
Key components of Business Intelligence systems. Data warehousing and ETL processes. BI tools and platforms (SAP BI, Oracle BI, Microsoft Power BI).			

<b>RBT Levels: L3, L4</b>															
<b>Module-5: Contemporary Developments and Emerging Trends in Business Intelligence</b>														8 Hrs	
Artificial intelligence, Automation, Storytelling, Data governance, Data privacy, Cyber security, Natural Language Processing.															
<b>RBT Levels: L5</b>															
<b>IV. COURSE OUTCOMES</b>															
<b>CO1</b>	Understand the role of business analytics and intelligence in decision making.														
<b>CO2</b>	Learn key techniques and tools for analyzing business data.														
<b>CO3</b>	Develop skills to interpret and present data insights effectively.														
<b>CO4</b>	Apply analytical methods to real-world business scenarios.														
<b>V. CO-PO-PSO MAPPING (mark H=3; M=2; L=1)</b>															
<b>PO/PSO</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>						
<b>CO1</b>	2	3													
<b>CO2</b>		3	3				3								
<b>CO3</b>		3	3						3						
<b>CO4</b>	2	3	3			2									
<b>VI. Assessment Details (CIE &amp; SEE)</b>															
<b>General Rules:</b> Refer appendix section1															
<b>Continuous Internal Evaluation(CIE):</b> Refer appendix section1															
<b>Semester End Examination(SEE):</b> Refer appendix section1															
<b>VII. Learning Resources</b>															
<b>VII(a): Textbooks:</b>															
<b>Sl. No.</b>	<b>Title of the Book</b>					<b>Name of the author</b>			<b>Edition and Year</b>		<b>Name of the publisher</b>				
1	"Business Analytics: Data Analysis & Decision Making"					S. Christian Albright			7th Edition, 2020		Cengage Learning				
2	"Competing on Analytics: The New Science of Winning"					Thomas H. Davenport and Jeanne G. Harris.									
3	"Data Science for Business"					Foster Provost, Tom Fawcett			2nd Edition, 2019		O'Reilly Media				
4	"Ethics of Artificial Intelligence"					Vincent C. Müller (Editor)			1st Edition, 2020		Springer				
<b>VII(b): Reference Books:</b>															
1	Applied Predictive Analytics: Principles and Techniques for the Professional Data Analyst					Dean Abbott			1st Edition, 2014		Wiley				
2	"Business Intelligence and Analytics: System for Decision Support"					Ramesh Sharda, Dursun Delen, EfraimTurban, J.E.Aronson, Ting-Peng Liang, David King,			10 th Edition		Pearson Global Edition, 2013				

<b>VII(c): Web links and Video Lectures (e-Resources):</b>
--

<a href="https://www.youtube.com/watch?v=zbcCdoHeS4w">https://www.youtube.com/watch?v=zbcCdoHeS4w</a>
---

<a href="https://www.youtube.com/results?search_query=business+analytics+and+ai">https://www.youtube.com/results?search_query=business+analytics+and+ai</a>
---

<b>VIII: Activity Based Learning / Practical Based Learning/Experiential learning:</b>
--

Tools and Software: • Microsoft Excel • Tableau or Power BI • R or Python • SQL Database
--





### Master of Business Administration (MBA)

<b>Semester:</b>	III	<b>Course Type:</b>	PEC		
<b>Course Title:MARKETING, WEB &amp; SOCIAL MEDIA ANALYTICS</b>					
<b>Course Code:</b>	23MBAB305	<b>Credits:</b>	03		
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}	3:0:0:0		<b>Total Hours:</b>	40	
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50	<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory			<b>Exam Hours:</b>	3
<b>I. Course Objectives:</b>					
1.To showcase the opportunities that exist today to leverage the power of the marketing, web and social media 2. Understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy. 3. Understand the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media. 4. Learn to develop, evaluate, and execute a comprehensive digital marketing strategy and plan. 5. Explore the latest digital ad technologies.					
<b>II. Teaching-Learning Process (General Instructions):</b>					
<ul style="list-style-type: none"> <li>• Chalk &amp; Talk Method</li> <li>• Power Point Presentation</li> <li>• Keynotes</li> <li>• Activity Based</li> <li>• Presentations</li> <li>• Assignment</li> <li>• Subject Viva Voce</li> <li>• Beyond Syllabus</li> </ul>					
<b>Pre-requisites (Self Learning):</b> Create and manage content. Understanding how keywords, websites, and data analysis tools work is also important. Students also need to know their way around social media sites and which ones will work best for a particular audience.					
<b>III. COURSE CONTENT</b>					
<b>III(a). Theory PART</b>					
<b>Module-1:MARKETING ANALYTICS</b>					8 Hrs
Introduction to Marketing Analytics-Marketing Budget and Marketing Performance Measure, Marketing Metrics and its application- Financial Implications of various Marketing Strategies-Geographical Mapping, Data Exploration, Market Basket Analysis. <b>Textbook:</b> K. M. Shrivastava, Social-Media in Business and Governance, Sterling Publishers Private Limited, 2013					
<b>RBT Levels: L1, L2, L3 &amp;L4</b>					
<b>Module-2:DISPLAY ADVERTISING</b>					8 Hrs

<p>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.  <b>Textbook:</b>Marketing 4.0: Moving from Traditional to Digital by P. Kotler. Wiley Publication.</p>	
<b>RBT Levels: L2, L3,L4 &amp; L5</b>	
<b>Module-3:DIGITAL ADVERTISING (PPC, Digital Display and YouTube campaign)</b>	8 Hrs
<p><b>Google Ad Words Overview;</b>  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  <b>Performance/Conversion:</b> 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.  <b>Concept of Online Advertising:</b> Types of Online Advertising, Contextual advertising, Payment Modules, Different Online advertising platforms Creating Banner Ads Using Tools.  <b>Textbook</b> Marketing 4.0: Moving from Traditional to Digital by P. Kotler. Wiley Publication.</p>	
<b>RBT Levels: L1, L2, L3 &amp;L4</b>	
<b>Module-4: EMERGING TRENDS IN DIGITAL MARKETING: AFFILIATE MARKETING</b>	8 Hrs
<p>Affiliate marketing history, 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;  <b>Social Media Marketing-</b>Concept of social media marketing, Understanding Facebook marketing, LinkedIn Marketing, Twitter Marketing, Video Marketing <b>and</b> VIDEO &amp; AUDIO (PODCASTING)marketing; <b>and</b>  <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, opt-in email list with content marketing examples.  <b>Textbook:</b>The Essentials of E-Marketing, 4th edition by Quirk Education (E-Book)</p>	
<b>RBT Levels: L2, L3,L4</b>	
<b>Module-5:SEARCH ENGINE OPTIMIZATION (SEO)</b>	8 Hrs
<p>Introduction to SEO. Search engine Major functions and operating algorithm, Introduction to SERP, search engine keywords and types, Google key word planner tool; Keywords research process; Understanding keywords; On page optimization; Off Page optimization; Top tools for SEO; Monitoring SEO process; Preparing SEO reports, creating SEO Strategy, link juice, Importance of domain and page authority, Optimize exact keywords for impactful search. Google Panda Algorithm, Google Penguin and Google EMD Update. How to save your site from Google Panda, Penguin and EMD Update, how to recover your site from Panda, Penguin and EMD.,  <b>Textbook:</b>Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, by Damian Ryan and Calvin Jones. Kogan Page Publication, 3rd edition.</p>	
<b>RBT Levels:L1, L2, L3 &amp;L4</b>	
<b>IV. COURSE OUTCOMES</b>	
<b>CO1</b>	Course will provide with an introduction to marketing analytics
<b>CO2</b>	Illustrate the knowledge about digital marketing strategy and planning.

<b>CO3</b>	Describe and/or improve a strategy for measuring and improving digital media effectiveness
<b>CO4</b>	Evaluate Emerging trends in digital marketing.
<b>CO5</b>	Analyze how to create search engine optimization strategy for ownbusiness.

**V.CO-PO-PSO MAPPING** (mark H=3; M=2; L=1)

<b>PO/P SO</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>									
<b>CO1</b>	3					2												
<b>CO2</b>		2					3											
<b>CO3</b>		3	2															
<b>CO4</b>				3			2											
<b>CO5</b>																		

**V. Assessment Details (CIE & SEE)**

**General Rules:** Refer appendix section1

**Continuous Internal Evaluation(CIE):** Refer appendix section1

**Semester End Examination(SEE):** Refer appendix section1

**VI. Learning Resources**

**VII(a): Textbooks:**

<b>Sl. No.</b>	<b>Title of the Book</b>	<b>Name of the author</b>	<b>Edition and Year</b>	<b>Name of the publisher</b>
01	Marketing 4.0: Moving from Traditional to Digital	by P. Kotler.	Latest Edition	. Wiley Publication
02	The Essentials of E-Marketing,	Quirk Education (E-Book)	4th edition by	Quirk Education (E-Book)
03	Understanding Digital Marketing: MarketingStrategies for Engaging the Digital Generation	Damian Ryan and Calvin Jones.	3rd edition.	Page Publication,

**VII(b): Reference Books:**

01	Digital Marketing Insights.	Social Beat Digital Marketing LLP,	2017, Kindle Edition	Kindle Edition
----	-----------------------------	------------------------------------	----------------------	----------------

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

Mention the links of the online resources, video materials, etc.

[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>

**VIII: Activity Based Learning / Practical Based Learning/Experiential learning:**

- Create an Ad Campaign using banner to launch ad in YOU TUBE
- Create a digital Marketing Plan
- Students are suggested to create a digital marketing plan.



|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)  
**SJB Institute of Technology**

BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060

Approved by AICTE, New Delhi.

Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi

Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015

Recognized by UGC, New Delhi with 2(f) & 12 (B)



### Master of Business Administration (MBA)

<b>Semester:</b>	III	<b>Course Type:</b>	PEC		
<b>Course Title:</b> PREDICTIVE ANALYTICS					
<b>Course Code:</b>	23MBAB306	<b>Credits:</b>			03
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}		3:0:0:0	<b>Total Hours:</b>	50	
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50	<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory			<b>Exam Hours:</b>	3
<b>I. Course Objectives:</b>					
1. To make students understand the basic concepts of time series data and regression. 2. To impart theory and practice of simple linear regression and the components of times series data. 3. To provide a theoretical and practical understanding of multiple regression analysis and various diagnostic tests of regression model. 4. To make students understand and apply the time series forecasting techniques and evaluate its accuracy. 5. To make students understand and deal with seasonal data, and model volatility in time series data.					
<b>II. Teaching-Learning Process (General Instructions):</b>					
Chalk & Talk Method, Power Point Presentation, Keynotes, Activity Based Presentations, Assignment, Subject Viva Voce, Beyond Syllabus					
<b>III. COURSE CONTENT</b>					
<b>III(a).Theory PART</b>					
<b>Module-1:Analytics and Regression</b>					8 Hrs
<b>Analytics and Regression:</b> Basic Statistics, Introduction to analytics, Descriptive vs. Predictive vs. Prescriptive analytics, Data Structure, Types of Data; Exploratory Data Analysis, Dealing with time series data, Data Generation process for the Regressors, Stationary and Nonstationary data, Introduction to Regression, Nomenclature in Regression, Importance of Regression in Managerial Decisions, Types of Regression.					
<b>RBT Levels: L1,L2</b>					
<b>Module-2:Simple Linear Regression</b>					8 Hrs
<b>Simple Linear Regression:</b> Tests for Stationarity, Steps involved in SLR, Regression model building for Predictive Analytics, Model Estimation, Model significance (t-statistic and F-statistic), Model Validation, Communicating the Results, Assumptions of OLS, Examples and Exercises in SLR.					
<b>RBT Levels: L2,L3</b>					
<b>Module-3:Multiple Linear Regression</b>					8 Hrs

<b>Multiple Linear Regression:</b> Introduction to MLR, Framework for building MLR, Interpretation of Coefficients and Output, R2 and Adjusted R2, Degrees of Freedom, Spurious Regression, Diagnostic checking: Multicollinearity - Autocorrelation – Heteroskedasticity, Qualitative Data and Dummy Variables, Analysing MLR from modelling perspective, Examples and Exercises in MLR,															
<b>RBT Levels:L3,L4</b>															
<b>Module-4:Forecasting Time Series Data</b>														8 Hrs	
<b>Forecasting Time Series Data:</b> Forecasting and its importance, Time Series Forecasting, Exponential Smoothing Method - HOLT and HOLT-WINTER methods, Time series components, Deterministic and Stochastic Trend, Box-Jenkins method, Q-statistics and Correlogram Analysis, Selecting Forecasting Models using performance measures AIC and SIC, Forecasting Univariate and Multivariate Time series data, In-sample forecasting, Forecast accuracy.															
<b>RBT Levels: L3,L4</b>															
<b>Module-5:Seasonality&amp; Volatility</b>														8 Hrs	
<b>Seasonality:</b> Seasonal Data, Modelling Seasonality, Introduction to Seasonal Dummies, Forecasting Seasonality - Calender effects. <b>Volatility:</b> Volatility modelling and forecasting using Univariate ARCH family models, Introduction to multivariate volatility models.															
<b>RBT Levels: L4,L5</b>															
<b>IV. COURSE OUTCOMES</b>															
<b>CO1</b>		The students will be able to understand the basic concepts in Analytics and Regression for making managerial decisions													
<b>CO2</b>		The students will be able to understand and demonstrate knowledge on developing simple linear regression models and various components of times series data													
<b>CO3</b>		The students will be able to comprehend and perform multiple regression analysis and various diagnostic tests of regression model													
<b>CO4</b>		The students will be able to understand and apply the time series forecasting techniques and evaluate its accuracy													
<b>CO5</b>		The students can able to understand and successfully deal with seasonal data, and performvolatility modelling in time series data													
<b>V. CO-PO-PSO MAPPING(mark H=3; M=2; L=1)</b>															
<b>PO/P SO</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PS O4</b>						
<b>CO1</b>	1				2	3									
<b>CO2</b>		2	2				2								
<b>CO3</b>				3		3		2							
<b>CO4</b>		2		2			1		2						
<b>CO5</b>	1				2	3									
<b>VI. Assessment Details (CIE &amp; SEE)</b>															
<b>General Rules:</b> Refer appendix section1															
<b>Continuous Internal Evaluation(CIE):</b> Refer appendix section1															
<b>Semester End Examination(SEE):</b> Refer appendix section1															
<b>VII. Learning Resources</b>															
<b>VII(a): Textbooks:</b>															
<b>Sl. No.</b>	<b>Title of the Book</b>					<b>Name of the author</b>				<b>Edition Year</b>	<b>and</b>	<b>Name of the publisher</b>			

1.	Basic Econometrics	Damodar N Gujarati, Dawn C Port and Sangeetha Gunasekar	5th Edition, 2017	McGraw Hill Education, New Delhi,
2.	Business Analytics: The Science of Data-Driven Decision Making	U Dinesh Kumar,	2nd Edition,2019	Wiley
3.	A Practical Guide to Using Econometrics	A. H. Studenmund	7th Edition, 2019	Pearson
<b>VII(b): Reference Books:</b>				
1.	Statistics for Management,	I.Levin Richard, H. Siddiqui Masood, S. Rubin David and Rastogi Sanjay	8th Edition, 2017.	Pearson
<b>VII(c): Web links and Video Lectures (e-Resources):</b>				
Mention the links of the online resources, video materials, etc.				
<ul style="list-style-type: none"> <li>• <a href="https://www.sas.com/en_in/insights/analytics/predictive-analytics.html">https://www.sas.com/en_in/insights/analytics/predictive-analytics.html</a></li> <li>• <a href="https://www.ibm.com/topics/predictive-analytics">https://www.ibm.com/topics/predictive-analytics</a></li> <li>• <a href="https://online.hbs.edu/blog/post/predictive-analytics">https://online.hbs.edu/blog/post/predictive-analytics</a></li> </ul>				
<b>VIII:Activity Based Learning / Practical Based Learning/Experiential learning:</b>				
Seminar, assignments, quiz, case studies, mini projects, industry visit, self-study activities, group discussions, etc				



|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)  
**SJB Institute of Technology**

BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060

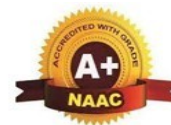
Approved by AICTE, New Delhi.

Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi

Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015

Recognized by UGC, New Delhi with 2(f) & 12 (B)

**Master of Business Administration (MBA)**



<b>Semester:</b>	III	<b>Course Type:</b>	AEC
<b>Course Title: POWER BI USING PYTHON</b>			
<b>Course Code:</b>	23MBAA308	<b>Credits:</b>	2
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}	0:0:4:0	<b>Total Hours:</b>	40
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50
<b>SEE Type:</b>	Theory	<b>Total Marks:</b>	100
		<b>Exam Hours:</b>	3
<b>I. Course Objectives:</b>			
<ul style="list-style-type: none"> <li>Understand basic concepts and terminology of the Power BI service.</li> <li>Find your content in dashboards, reports, and apps.</li> <li>View and export data from dashboards and reports.</li> <li>View filters that are used in a report.</li> <li>Explain the relationship between dashboards and reports, visualizations, and tiles.</li> </ul>			
<b>II. Teaching-Learning Process (General Instructions):</b>			
Mention the planned/proposed sample Strategies, which teachers can use to accelerate the attainment of the various course outcomes. Chalk & Talk Method Power Point Presentation Keynotes Activity Based Presentations Assignment Subject Viva Voce Beyond Syllabus			
<b>III. COURSE CONTENT</b>			
<b>Module 1: INTRODUCTION, KEYWORDS AND DATA TYPES</b>			08 Hrs
Difference between basic programming Language and Python Python I/O and Import, Python Operators and Operator Precedence Keywords & Identifier, Statements & Comments, Python Data types.			
<b>Textbook: Textbook 3, Chapters: 12 to 14 , Chapters: 12 Sections 12.1, 12.2 Chapters: 13 Sections 13.1 to 13.2 Chapters: 14 Sections 14.1 to 14.2</b>			
<b>RBT Levels: L1, L2,</b>			
<b>Module 2: Flow control, functions</b>			08 Hrs
Python List and Python Tuple Python Dictionary and Python Set Python if...else, Python for and while Loop, break, Continue and Pass Statement			
<b>Textbook: Textbook 1, Chapters: 3 to 15 , Chapters: 3 Sections 3.1, 3.2 Chapters: 4 Sections 4.1, 4.2 Chapters: 5 Sections 5.1 5.2</b>			
<b>RBT Levels: L2</b>			
<b>Module 3: Power BI and Libraries</b>			08 Hrs

Power query Visualization Modeling and DAX , Reading from a file, writing to a file Reading and writing CSV file Reading and writing Excel file Functions and Operators Internal and External Modules Basic Libraries and Library functions										
<b>Textbook: Textbook 1, Chapters: 3 to 15 , Chapters: 3 Sections 3.1, 3.2 Chapters: 4 Sections 4.1, 4.2 Chapters: 5 Sections 5.1 5.2</b>										
<b>RBT Levels: L1</b>										
<b>Module 4:</b> Python and Power BI									08 Hrs	
Python for Data visualization in Power BI How to use Python in the Query Editor for Data transformation in Power BI Import Data via Python into Power BI Data science in Power BI a little case study										
<b>Textbook: Textbook 3, Chapters: 7 Sections 7.1 to 7.11</b>										
<b>RBT Levels: L2</b>										
<b>Module 5:</b> Data Visualization with Python and Power BI									08 Hrs	
Creating line chart with matplotlib Putting labels and creating dashed scatterplot Violin chart with seaborn Strip plot chart Boxplot chart Lamplit or align plot Ribbon chart Table and Matrix Drill down table and Matrix Donut ring chart Simple map and mode										
<b>Textbook: Textbook 1, Chapters: 3 to 15 , Chapters: 3 Sections 3.1, 3.2 Chapters: 4 Sections 4.1, 4.2 Chapters: 5 Sections 5.1 5.2</b>										
<b>RBT Levels: L2</b>										
<b>IV. COURSE OUTCOMES</b>										
<b>CO1</b>	Display action menus for tiles and details for report visualizations.									
<b>CO2</b>	Collapse and expand the nav pane and the filters and bookmarks panes									
<b>CO3</b>	Subscribe to a dashboard and report									
<b>CO4</b>	Set a data alert.									
<b>CO5</b>	Collaborate by using dashboard commenting									
<b>V. CO-PO-PSO MAPPING (mark H=3; M=2; L=1)</b>										
<b>PO/PSO</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>	
CO1	1		1	2	1	1	1	1		
CO2	1	2		1			1	1		
CO3		3	1		1					
CO4		2		1						
CO5	1		1		2					
<b>VI. Assessment Details (CIE &amp; SEE)</b>										
<b>General Rules:</b> Refer appendix section1										
<b>Continuous Internal Evaluation(CIE):</b> Refer appendix section1										
<b>Semester End Examination(SEE):</b> Refer appendix section1										
<b>VII(a): Textbooks:</b>										
<b>Sl. No.</b>	<b>Title of the Book</b>	<b>Name of the author</b>		<b>Edition and Year</b>			<b>Name of the publisher</b>			
1	Introducing Microsoft Power BI	Marco Russo, Alberto Ferrari		7 July 2016			Kindle Edition			
2	Mastering Power BI	Chandresh Sinha		30 September 2021			Paperback			
3	Microsoft Power Bi Dashboards Step	Errin O'Connor		6 March 2020			Paperback			



	ByStep, 1e			
<b>VII(c): Web links and Video Lectures (e-Resources):</b>				
<a href="https://powerbi.microsoft.com/">https://powerbi.microsoft.com/</a> <a href="https://www.youtube.com/watch?v=H84UJn1CiWo&amp;list=PL6Omre3duO-OGTAMuFuDOS8wMuuxmyaiX">https://www.youtube.com/watch?v=H84UJn1CiWo&amp;list=PL6Omre3duO-OGTAMuFuDOS8wMuuxmyaiX</a> <a href="https://www.youtube.com/watch?v=fGsI2kMzNPg">https://www.youtube.com/watch?v=fGsI2kMzNPg</a> <a href="https://www.youtube.com/watch?v=e6QD8lP-m6E">https://www.youtube.com/watch?v=e6QD8lP-m6E</a>				
<b>VIII: Activity Based Learning / Practical Based Learning/Experiential learning:</b>				
<ul style="list-style-type: none"> <li>● Analyzing Customer Churn in Power BI</li> <li>● Analyzing Job Market Data</li> <li>● HR Analytics</li> <li>● Inventory Analysis</li> <li>● Supply Chain Analytics</li> <li>● Analyzing Healthcare Data</li> <li>● Competitor Sales Analysis</li> <li>● Mortgage Trading Analysis</li> </ul>				



|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)

# SJB Institute of Technology

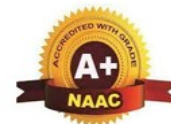
BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060

Approved by AICTE, New Delhi.

Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi

Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015

Recognized by UGC, New Delhi with 2(f) & 12 (B)



## Master of Business Administration (MBA)

<b>Semester:</b>	III	<b>Course Type:</b>	AEC	
<b>Course Title: Soft skills for Employability - III</b>				
<b>Course Code:</b>	23MBAA309		<b>Credits:</b>	1
<b>Teaching Hours/Week (L: T: P: O)</b> {O – Other pedagogies, mention @}		0:0:2:0	<b>Total Hours:</b>	30
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50	<b>Total Marks:</b> 50
<b>SEE Type:</b>	Theory		<b>Exam Hours:</b>	02

### I. Course Objectives:

- To strengthen logical and analytical thinking skills required to solve quantitative problems.
- To discuss the importance of ethical considerations in leadership and negotiation, emphasizing integrity, fairness, and accountability in decision-making and interactions.
- Educate students about global business environments, including international markets, trade regulations, and cultural influences on business.
- Foster students' ability to think critically and strategically in a global context, considering diverse perspectives and global trends.
- Equip students with skills and knowledge to assume leadership roles in global organizations, understanding the complexities of managing diverse teams and stakeholders.

### II. Teaching-Learning Process (General Instructions):

The following are some of the strategies that teachers can employ to facilitate the achievement of various course outcomes:

1. **Diverse Teaching Methods:** Instead of relying solely on traditional lecture methods, can explore alternative and effective teaching approaches. These might include interactive discussions, hands-on activities, or multimedia presentations.
2. **Visual Aids:** Utilize videos and animations to elucidate complex concepts. Visual representations enhance understanding and engagement among students.
3. **Collaborative Learning:** Encourage group learning within the classroom. Collaborative activities foster teamwork, communication, and a deeper grasp of subject matter.
4. **Higher Order Thinking (HOT) Questions:** Pose at least three thought-provoking questions during class. These questions stimulate critical thinking and encourage students to analyze and evaluate information.
5. **Problem-Based Learning (PBL):** Implement PBL, which nurtures analytical skills. PBL goes beyond rote memorization by challenging students to design solutions, evaluate evidence, and think critically.
6. **Multiple Representations:** Introduce topics using various representations. Visuals, diagrams, and real-world examples cater to diverse learning styles.
7. **Creative Problem Solving:** Present different approaches to solving the same problem.

Encourage students to think outside the box and devise their own innovative solutions.

8. **Real-World Application:** Discuss how each concept relates to practical scenarios. Connecting theoretical knowledge to real-world contexts enhances students' comprehension and retention.

Chalk & Talk  Stud. Assignment  Web Resources  LCD/Smart Boards  Stud. Seminars

### III. COURSE CONTENT

<b>Module-1:Critical Thinking and Problem Solving</b>	6Hrs
Analytical thinking and data driven decision making, Risk Assessment and management. SWOT analysis and Strategic planning. Scenario Planning and forecasting. <b>Text book :</b> Textbook 1	
<b>Prerequisites:</b> Basic Problem solving Knowledge	
<b>Module-2:Cultural awareness and Global Mindset</b>	6Hrs
Communicating effectively across cultures, understanding Cultural differences, Global business etiquette and International negotiation and diplomacy. <b>Textbook:</b> Text book 2	
<b>Prerequisites: Basic etiquettes</b>	
<b>Module-3:Innovation and Creativity</b>	6 Hrs
Creating Culture of innovation, Design thinking Principles, Brainstorming and ideation techniques. Encourage creative problem Solving and innovation in decision making. <b>Text book :</b> Text book 2	
Prerequisites: Innovation and creative thinking capability.	
<b>Module-4:Customer centric Skills</b>	6Hrs
Building Strong Customer relationship, CRM tools and Strategies, Effective communication with Customer Exceeding Customer expectation. <b>Textbook:</b> Text book 4	
<b>Prerequisites:</b> Customer handling Skills	
<b>Module-5: Influence and persuasion.</b>	6Hrs
Psychological principles of persuasion, Building credibility and trust, Strategies for effective negotiation and Win-Win negotiation. <b>Text book :</b> Textbook 4	
<b>Prerequisites:</b> Good Communication Skills	

### IV. COURSE OUTCOMES

<b>CO1</b>	Demonstrate the ability to break down complex problems into smaller, manageable components.
<b>CO2</b>	Identify key cultural dimensions and frameworks, such as Hofstede's cultural dimension and GLOBE Study.
<b>CO3</b>	Understand the stages of the innovation process from ideation to commercialization.
<b>CO4</b>	Understand the impact of customer-centricity on business performance and customer loyalty.
<b>CO5</b>	Apply appropriate persuasive techniques to influence different stakeholders effectively.

### V. CO-PO-PSO MAPPING (mark H=3; M=2; L=1)

PO/ PSO	1	2	3	4	5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	2	3	1			2	2		
CO2			1	3					
CO3	2	1		2		2			1
CO4	2								
CO5	1			1					

### VI. Assessment Details (CIE & SEE)

**General Rules:** Refer appendix section1

<b>Continuous Internal Evaluation(CIE):</b> Refer appendix section1				
<b>Semester End Examination(SEE):</b> Refer appendix section1				
<b>VII. Learning Resources</b>				
<b>VII(a): Textbooks:</b>				
Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
1	“Critical Thinking” A student Introduction	Gregory Basham, William Irwin	2011	McGraw-Hill
2	"The Culture Map: Breaking Through the Invisible Boundaries of Global Business" by Erin Meyer	Erin Meyer	2014	Public Affairs
3	Pre-Suasion: A Revolutionary Way to Influence and Persuade	Robert. B Cialdini	2016	Simon & Schuster
4	Innovation and Entrepreneurship	Peter .F Drucker	1985	Harper and Row
5	“Leadership Theory and practice”	Peter.GNorthouse	2021	SAGE
<b>VII(b): Reference Books:</b>				
1	The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail"	Clayton M. Christensen	1997	Harward business review press
<b>VII(c): Web links and Video Lectures (e-Resources):</b>				
<ul style="list-style-type: none"> <li>• <a href="https://t.ly/EztnG">https://t.ly/EztnG</a></li> <li>• <a href="https://www.youtube.com/watch?v=Cum3k-Wglfw&amp;list=PLtKNX4SfKpzX_bhh4LOEWEGy3pkLmFDmk">https://www.youtube.com/watch?v=Cum3k-Wglfw&amp;list=PLtKNX4SfKpzX_bhh4LOEWEGy3pkLmFDmk</a></li> </ul>				
<b>VIII: Activity Based Learning / Practical Based Learning/Experiential learning:</b>				
Assignments, Quizzes and Seminar, group discussions etc.				



|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)  
**SJB Institute of Technology**

BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060  
Approved by AICTE, New Delhi.

Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi  
Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015  
Recognized by UGC, New Delhi with 2(f) & 12 (B)



### Master of Business Administration (MBA)

<b>Semester:</b>	IV	<b>Course Type:</b>	PCC		
<b>Course Title: DESIGN THINKING AND INNOVATION</b>					
<b>Course Code:</b>	23MBAC401	<b>Credits:</b>			3
<b>Teaching Hours/Week (L: T:P:O)</b> {O – Other pedagogies, mention @}	3:0:0:0		<b>Total Hours:</b>	40	
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50	<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory			<b>Exam Hours:</b>	03
<b>I. Course Objectives:</b>					
<ol style="list-style-type: none"> <li>1. To gain the fundamentals of design thinking and its evolution in fostering innovation within business contexts.</li> <li>2. To Acquire skills in ideation, creative problem-solving, and rapid prototyping techniques to generate innovative solutions to complex business challenges.</li> <li>3. To Develop proficiency in applying design thinking principles to empathize with users, identify their needs, and create human-centered solutions.</li> <li>4. To Explore the role of innovation in contemporary business environments, including various types of innovation and their significance for organizational success.</li> <li>5. To equip students to the opportunities to ideate and find solutions by applying DT.</li> <li>6. To learn how to cultivate a culture of innovation within organizations, including leadership's role, team-building strategies, and methods to overcome resistance to change.</li> </ol>					
<b>II. Teaching-Learning Process (General Instructions):</b>					
Chalk & Talk Method, Keynotes, Activity Based Presentations, Assignment, Subject Viva Voce Beyond Syllabus, Interactive Lectures and Discussions, Experiential Learning Activities, Guest Speakers and Industry Insights, Case Studies Learning					
<b>Pre-requisites (Self Learning):</b> Basic Understanding of Business Concepts, Critical Thinking Skills, Curiosity and Open-mindedness, Communication and Collaboration Skills, Basic Research Skills, Comfort with Iterative Processes, Access to Learning Resources, Time and Commitment					
<b>III. COURSE CONTENT</b>					
<b>III(a). Theory PART</b>					
<b>Module-1: Introduction to Design Thinking and Innovation</b>					8 Hrs
Introduction to Design Thinking and Innovation; Understanding Design Thinking as a solution, Value of Design Thinking, Evolution of Design Thinking, Principles of Design Thinking, Importance of Design Thinking in Innovation, A Model of the Design Innovation Process, Seven Modes of the Design Innovation Process, Understanding Methods, Misconceptions and Challenges. The Role of Innovation in Today's World; Defining Innovation, Types of Innovation, Importance of Innovation in Business and Society, Innovation Ecosystems, The Innovation Process. (Theory Classes/Video Lessons/Cases)					
<b>Pre-requisites (Self Learning)</b> Basic Understanding of Business Concepts Critical Thinking Skills Basic Research Skills					

<b>RBT Levels: L1, L2, L3</b>	
<b>Module-2:Sense Intent &amp; Know Context Mode</b>	8 Hrs
<p><b>Sense Intent:</b> Mindsets, Sensing Changing Conditions, Seeing Overviews, Foreseeing Trends, Reframing Problems, Forming an Intent.  Sense Intent Methods: Buzz Reports, Popular Media Scan, Key Facts, Innovation Sourcebook, Trends Expert Interview, Keyword Bibliometrics, Ten Types of Innovation Framework, Innovation Landscape, Trends Matrix, Convergence Map, Initial Opportunity Map.</p> <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, Financial Profile, Analogous Models, Competitors- Ten Types of Innovation Diagnostics, Industry Diagnostics, SWOT Analysis, Subject Matter Experts Interview.</p>	
<p><b>Pre-requisites (Self Learning)</b>  Foundational Knowledge  Understanding of the concepts and methods of research process.</p>	
<b>RBT Levels: L1, L2, L3, L4</b>	
<b>Module-3: Know People &amp; Frame Insights Mode</b>	8 Hrs
<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, User Research Plan, Five Human Factors, POEMS, Field Visit, Video Ethnography, Ethnographic Interview, User Pictures Interview, Cultural Artefacts, Image Sorting, Experience Simulation, Field Activity, User Observations Database.</p> <p><b>Frame Insights:</b> Mindsets, Exploring Systems, Looking for Patterns, Constructing Overviews, Identifying Opportunities.  Frame Insights Methods: Observations to Insights, Insights Sorting, User Observation Database Queries, User Response Analysis, ERAF Systems Diagram, Descriptive Value Web, Entities Position Map, Venn Diagramming, Tree/Semi-Lattice Diagramming, Symmetric Clustering Matrix, Asymmetric Clustering Matrix, Activity Network, Insights Clustering Matrix, User Journey Map.</p>	
<p><b>Pre-requisites (Self Learning)</b>  Foundational Knowledge  Empathy and Human-Centered Mindset</p>	
<b>RBT Levels: L1, L2, L3, L4</b>	
<b>Module-4:Explore Concepts, Frame Solutions &amp; Realize Offerings Mode</b>	8 Hrs
<p><b>Explore Concepts:</b> 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, Role-Play Ideation, Ideation Game, Puppet Scenario, Behavioral Prototype, Concept Prototype, Concept Sketch, Concept Scenarios, Concept Sorting, Concept Grouping Matrix.</p> <p><b>Frame solutions:</b> 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.</p> <p><b>Realize Offerings:</b> 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.</p>	

<b>Pre-requisites (Self Learning)</b> Foundational Knowledge Empathy and Human-Centered Mindset Openness to Iteration and Experimentation																	
<b>RBT Levels: L1, L2, L3, L4</b>																	
<b>Module-5:Application of Design Thinking in various Sectors</b>											8 Hrs						
Design Thinking for Sustainable Business Practices, Social Innovation, Government and Public Services, Healthcare and Wellness, Business Strategy and Retail																	
<b>Pre-requisites (Self Learning)</b> <ul style="list-style-type: none"> <li>• Foundational Knowledge</li> <li>• Critical Thinking Skills</li> <li>• Project Management Skills</li> <li>• Technology Literacy</li> <li>• Ethical Awareness</li> <li>• Learning Mindset</li> </ul>																	
<b>RBT Levels: L1, L2, L3, L4</b>																	
<b>IV. COURSE OUTCOMES</b>																	
<b>CO1</b>	Understand the Design Thinking process from business management perspective.																
<b>CO2</b>	Apply the knowledge and skills of DT in prototype development for product/service innovations.																
<b>CO3</b>	Analyse sustainable and societal challenges and find solutions																
<b>CO4</b>	Evaluate the pros and cons for sustainable development by applying DT.																
<b>CO5</b>	Evaluate the effectiveness and feasibility of design solution applications across various domains.																
<b>V. CO-PO-PSO MAPPING(mark H=3; M=2; L=1)</b>																	
<b>PO/P SO</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>								
<b>CO1</b>	2				2	3											
<b>CO2</b>	2		2				2										
<b>CO3</b>	2	3		3				2									
<b>CO4</b>		2		2					3								
<b>CO5</b>		2	3	2	3				2								
<b>VI. Assessment Details (CIE &amp; SEE)</b>																	
<b>General Rules:</b> Refer appendix section1																	
<b>Continuous Internal Evaluation(CIE):</b> Refer appendix section1																	
<b>Semester End Examination(SEE):</b> Refer appendix section1																	
<b>VII. Learning Resources</b>																	
<b>VII(a): Textbooks:</b>																	
<b>Sl. No.</b>	<b>Title of the Book</b>					<b>Name of the author</b>			<b>Edition and Year</b>		<b>Name of the publisher</b>						
1.	Design Thinking at Work					Dunne, David (Author)			232 Pages – 10/20/2021 (Publication Date) –		Rotman-UTP Publishing (Publisher)						
2.	101 Design Methods – A Structured Approach to Driving Innovation in your Organization					Vijay Kumar			2013		John Wiley & Sons						

3.	<a href="#">The Design of Business: Why Design Thinking is the Next Competitive Advantage</a>	Martin, Roger L. (Author)	English (Publication Language) 208 Pages – 10/13/2009 (Publication Date)	Harvard Business Review Press (Publisher)
<b>VII(b): Reference Books:</b>				
4.	Design Thinking – Integrating innovation, Customer experience, & Brand Value	Thomas Lockwood	2009	Allworth Press
5.	Design Thinking Methodology	EmrahYayici	2016	ArtBizTech
<b>VII(c): Web links and Video Lectures (e-Resources):</b>				
<a href="https://www.youtube.com/watch?v=zbcCdoHeS4w">https://www.youtube.com/watch?v=zbcCdoHeS4w</a>				
<a href="https://www.youtube.com/results?search_query=design+thinking+and+innovation">https://www.youtube.com/results?search_query=design+thinking+and+innovation</a>				
<b>VIII: Activity Based Learning / Practical Based Learning/Experiential learning:</b>				
Seminars and Workshops, Assignments, Quizzes and Assessments, Case Studies, Mini Projects, Industry Visits and Guest Speakers, Self-Study Activities, Group Discussions and Peer Feedback, Design Challenges, Simulation Exercises, Reflective Journals, Presentations and Showcases.				





|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)

# SJB Institute of Technology

BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060

Approved by AICTE, New Delhi.

Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi

Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015

Recognized by UGC, New Delhi with 2(f) & 12 (B)



## Master of Business Administration(MBA)

<b>Semester:</b>	IV	<b>Course Type:</b>	PCC
<b>Course Title: INTERNATIONAL BUSINESS</b>			
<b>Course Code:</b>	23MBAC402	<b>Credits:</b>	03
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}	3:0:0:0	<b>Total Hours:</b>	40
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50
		<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory		<b>Exam Hours:</b> 03 Hrs
<b>I. Course Objectives:</b>			
1.To facilitate an understanding of International Business in a multi cultural world 2.To examine the critical factors for success in different countries 3. To understand of the external business environment in which organizations operate 4. To apply fundamental principles of business to a wide range of managerial decisions, as well as public policy issues			
<b>II. Teaching-Learning Process (General Instructions):</b>			
Presentation, Case study, Assignment Pre-requisites (Self Learning): Understanding & application of the concept, setting goal & personal commitment			
<b>III. COURSE CONTENT</b>			
<b>III(a).Theory PART</b>			
<b>Module-1: Introduction to International Business</b>			8 Hrs
<b>Business Environment Introduction:</b> Concepts, Significance and Nature of Business Environment; Elements of environment: Internal and External; Techniques of Environmental Scanning and Monitoring, Economic Environment of Business: Significance and Elements of Economic Environment; Economic Systems, India as an Emerging Economy, India as a Mixed Economy, Economic Planning in India; <b>Textbook:Chapter:sections: Paul, Business Environment, Tata McGraw Hill Publications</b>			
<b>RBT Levels:</b> L1-Remembering,L2-Understanding			
<b>Module-2: Government Policies</b>			8 Hrs
<b>Government Policies:</b> Industrial Policy, Fiscal Policy, Monetary Policy, Foreign Trade Policy; Economic Reforms, Liberalization, Privatization & Globalization (LPG) and Structural Adjustment Programs, Banking Sector Reforms in India, Narasimham Committee Recommendations on Banking Sector Reforms, Raghuram C Rajan committee Recommendations on Financial Sector Reform <b>Textbook:Chapter:sections:V K Puri &amp; S K Mishra, Indian Economy, HPH publications</b>			
<b>RBT Levels:</b> L1-Remembering,L2-Understanding,Applying-L3			
<b>Module-3: Environment of Business</b>			8 Hrs

<b>Environment of Business:</b> Critical elements of Political Environment; Government and Business; Changing dimensions of Legal Environment in India; MRTP & FEMA and Licensing Policy; Consumer Protection Act Socio – Cultural and Technological Environment: Critical Elements of Socio – Cultural Environment; Consumerism in India; Technological Environment in India; Social Audit, Policy on Research and Development; Patent laws; Technology transfer. <b>Textbook:Chapter:sections: Mishra &amp; Puri, Economic Environment of Business, HPH publications</b>																
<b>RBT Levels:</b> :L1-Remembering,L2-Understanding,Applying-L3, Analysis-L4																
<b>Module-4:Women and Business</b>														8 Hrs		
<b>Women and Business:</b> National Policy for the Empowerment of Women, 2001, Bill to make workplace safer for Indian women, Nirbhaya Act. International and Recent Issues in environment: Multinational Corporations; Foreign collaborations and Indian business; Non-resident Indians and Corporate Sector. Public sector reforms, Consortiums, BRICS and India, The New Development Bank (NDB) by BRICS and AIIB: Economic Advantages of India. <b>Textbook:Chapter:sections: Mishra &amp; Puri, Economic Environment of Business, HPH publications</b>																
<b>RBT Levels:</b> :L1-Remembering,L2-Understanding,L4-Analysis																
<b>Module-5:International Business Environment</b>														8 Hrs		
<b>International Business Environment:</b> Globalization of Business-WTO and Trade Liberalization-Emerging Issues-Implications for India-Regional Trade Blocks-Inter-regional Trade among regional groups. <b>Textbook:Chapter:sections: Mishra &amp; Puri, Economic Environment of Business, HPH publications</b>																
<b>RBT Levels:</b> L1-remembering, L2-Understanding																
<b>IV. COURSE OUTCOMES</b>																
<b>CO1</b>		Outline various components of Business Environment														
<b>CO2</b>		Recognize, distinguish, paraphrase, and explain the impact of business environment on business activities														
<b>CO3</b>		Apply the knowledge to analyze the current situations and take prudent decisions														
<b>CO4</b>		Identify, distinguish and present the various facts and uniqueness of the any component of the business environment														
<b>V. CO-PO-PSOMAPPING(mark H=3; M=2; L=1)</b>																
<b>PO/P SO</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>							
<b>CO1</b>	3	2		1			2									
<b>CO2</b>	2	2				3										
<b>CO3</b>	2			2				3								
<b>CO4</b>	3	2		2			2		2							
<b>VI. Assessment Details (CIE &amp; SEE)</b>																
<b>General Rules:</b> Refer appendix section1																
<b>Continuous Internal Evaluation(CIE):</b> Refer appendix section1																
<b>Semester End Examination(SEE):</b> Refer appendix section1																
<b>VII. Learning Resources</b>																
<b>VII(a): Textbooks:</b>																
<b>Sl. No.</b>	<b>Title of the Book</b>					<b>Name of the author</b>					<b>Edition and Year</b>		<b>Name of the publisher</b>			

1	Economic Environment	Mishra & Puri		HPH
2	Indian Economy	V K Puri & S K Mishra	39 <sup>th</sup> edition	HPH
3	Business Environment	Paul	2 <sup>nd</sup> edition	Tata McGraw Hill

**VII(b): Reference Books:**

1	Business Environment	Shaikh Saleem		Pearson
2	Business Environment	Suresh Bedi	1 <sup>st</sup> edition	Excel Books
3	Business Environment	A C Fernando		Pearson

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

Mention the links of the online resources, video materials, etc.

<https://books.google.com.jm/books?id=yryn7ylOmmkC&printsec=frontcover&hl=en&pli=1#v=onepage&q&f=false>

<https://www.ascdegreecollege.ac.in/wp-content/uploads/2020/12/International-Business-Management-For-VTU-by-Vyuptakesh-Sharan.pdf>

**VIII: Activity Based Learning / Practical Based Learning/Experiential learning:**

Seminar, assignments, quiz, case studies, mini projects, industry visit, self-study activities, group discussions, etc



|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)  
**SJB Institute of Technology**

BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060

Approved by AICTE, New Delhi.

Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi

Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015

Recognized by UGC, New Delhi with 2(f) & 12 (B)



### Master of Business Administration (MBA)

<b>Semester:</b>	IV	<b>Course Type:</b>	PEC
<b>Course Title: STRATEGIC BRAND MANAGEMENT</b>			
<b>Course Code:</b>	23MBAM403	<b>Credits:</b>	3
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}	3:0:0:0	<b>Total Hours:</b>	40
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50
		<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory		<b>Exam Hours:</b> 3
<b>I. Course Objectives:</b>			
<ol style="list-style-type: none"> <li>To appreciate the relationship between corporate strategy and Brand Management.</li> <li>To explore the various issues related to Brand Management, brand association, brand identity, brand architecture, leveraging brand assets, brand portfolio management.</li> <li>To develop familiarity and competence with the strategies and tactics involved in building, leveraging and defending strong brands in different sectors.</li> </ol>			
<b>II. Teaching-Learning Process (General Instructions):</b>			
Interactive Lectures, Real-World Examples, Case Studies, Group Discussions, Guest Speakers, Field Visits, Research Projects, Role-Playing Exercises, Assessment Methods, Feedback Mechanism			
<b>Prerequisites:</b> Include a strong foundation in business fundamentals such as finance, marketing, operations, and organizational behavior. Additionally, students should have analytical skills, critical thinking abilities, and a good understanding of economic principles.			
<b>III. COURSE CONTENT</b>			
<b>III(a). Theory PART</b>			
<b>Module-1: Introduction to Brand</b>			8 Hrs
Meaning of Brand, Evolution of Brands, Importance of Brands, Functions of Brand to consumer, Role of Brand-Advantages of Brand, Product Vs Brand. <b>Branding-</b> Meaning, Creation of Brands through goods, services, people, Organization, Retail stores, places, online, entertainment, ideas. Branding Challenges and Opportunities. <b>Brand Management-</b> Meaning & Definition. Strategic Brand Management Process-Meaning, Steps in Brand Management Process, Strong Indian Brands. <b>Reference: Keller, K. L. et al., (2020). Strategic Brand Management 5/e, Pearson</b>			
<b>RBT Levels: L1, L2</b>			
<b>Module-2: Brand Equity, Identity &amp; Positioning</b>			8 Hrs
<b>Brand Equity:</b> Meaning, Sources, Steps in Building Brands, Brand building blocks (Keller's Model), Brand Building Implications, David Aaker's Brand Equity Model. <b>Brand Identity &amp; Positioning:</b> Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism, Point of parity & Point of difference, Positioning Guidelines. <b>Brand Value:</b> Definition, Core Brand values, Brand mantras. <b>Reference: Strategic Brand Management – Building, Measuring and Managing Brand Equity: Kevin Lane Keller, PHI/Pearson Education</b>			
<b>RBT Levels: L1, L2, L3</b>			
<b>Module-3: Brand Elements and Brand Knowledge</b>			8 Hrs

Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines and procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, Packaging. <b>Brand Knowledge:</b> Meaning, Dimensions of Brand Knowledge, Brand Extension, Brand Licensing, Co-Branding, Brand Architecture and Portfolio, Leveraging Brand Knowledge. <b>Reference: Strategic Brand Management – Building, Measuring and Managing Brand Equity: Kevin Lane Keller, PHI/Pearson Education</b>															
<b>RBT Levels: L2, L3, L4</b>															
<b>Module-4:Designing and Sustaining Brand Strategies</b>														8 Hrs	
Brand Hierarchy, Designing a branding Strategy, Brand Reinforcement, Brand Revitalization and Rejuvenation, Branding Industrial Products, Building Brands Online. <b>Brand Imitations:</b> Meaning, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry, First movers advantages, Free rider effects, Benefits for later entrants, Imitation Strategies. <b>Reference: Strategic Brand Management, Building Measuring &amp; Managing, Kevin Lane Keller, Pearson Education Latest Edition</b>															
<b>RBT Levels: L3, L4, L5</b>															
<b>Module-5:Global branding</b>														8 Hrs	
Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favoring marketing, barriers to globalization, managerial blockages. Luxury Brand Management: Luxury goods and luxury brands, basic psychological phenomena associated with luxury purchase, luxury marketing mix, International luxury markets: historical leaders and emerging countries. <b>Reference: Strategic Brand Management, Building Measuring &amp; Managing, Kevin Lane Keller, Pearson Education Latest Edition</b>															
<b>RBT Levels: L4, L5, L6</b>															
<b>IV. COURSE OUTCOMES</b>															
<b>CO1</b>		Demonstrate their conceptual skills in identifying various issues related to Brand Management and appreciate the importance of this strategic asset.													
<b>CO2</b>		Analyse the relationship between Corporate Strategy and Brand Management													
<b>CO3</b>		Apply the basic understanding of strategies and tactics involved in brand building, in different sectors.													
<b>CO4</b>		Evaluate various methods of valuating brands and their implications in business transactions													
<b>CO5</b>		Apply the global branding strategies and management of brands in the organization													
<b>V. CO-PO-PSO MAPPING (mark H=3; M=2; L=1)</b>															
<b>PO/PSO</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>						
<b>CO1</b>	3						3								
<b>CO2</b>			3												
<b>CO3</b>				3	2	3									
<b>CO4</b>		3							3						
<b>CO5</b>					3			3							
<b>VI. Assessment Details (CIE &amp; SEE)</b>															
<b>General Rules:</b> Refer appendix section1															
<b>Continuous Internal Evaluation(CIE):</b> Refer appendix section1															
<b>Semester End Examination(SEE):</b> Refer appendix section1															
<b>VII. Learning Resources</b>															

<b>VII(a): Textbooks:</b>				
<b>Sl. No.</b>	<b>Title of the Book</b>	<b>Name of the author</b>	<b>Edition and Year</b>	<b>Name of the publisher</b>
1	Strategic Brand Management	Keller, K. L. et al.,	(2020) 5/e,	Pearson
2	The New Strategic Brand Management: Advanced Insights and Strategic Thinking (New Strategic Brand Management: Creating & Sustaining Brand Equity)	Kapferer, J.	(2012), 5/e.	Kogan Page.
3	Brand Management	Tapan.K.Panda		Excel Publication
<b>VII(b): Reference Books:</b>				
1	Brand Building and Advertising Concepts and Cases	M B Parameswaran		Tata McGraw Hill Publication Latest Edition
2	Strategic Brand Management	Rosenbaum-Elliott, R.Percy, Pervan.S		Oxford University Press
<b>VII(c): Web links and Video Lectures (e-Resources):</b>				
<a href="https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGS9u7HAX.;_ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2ffinfolearners.com%2febooks%2fstrategic-brand-management-keller-4th-edition-pdf-free-download%2f/RK=2/RS=U5OgBIEUZ62VbrTFMU6vraNPfSU-">https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGS9u7HAX.;_ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2ffinfolearners.com%2febooks%2fstrategic-brand-management-keller-4th-edition-pdf-free-download%2f/RK=2/RS=U5OgBIEUZ62VbrTFMU6vraNPfSU-</a> <a href="https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGTdu7HAX.;_ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2ffinfolearners.com%2febooks%2fstrategic-brand-management-kevin-lane-keller-pdf%2f/RK=2/RS=sD1VpREzcn0kxS0pjjXk6qwLD8Y-">https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGTdu7HAX.;_ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2ffinfolearners.com%2febooks%2fstrategic-brand-management-kevin-lane-keller-pdf%2f/RK=2/RS=sD1VpREzcn0kxS0pjjXk6qwLD8Y-</a> <a href="https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGVdu7HAX.;_ylu=Y29sbwNzZzMEcG9zAzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2fsites.google.com%2fsite%2fonlineamazonbookdownload%2f-pdf-download-strategic-brand-management-pdf-by-kevin-lane-keller/RK=2/RS=z1m_wwr1.oNfn.v1DhFqibGa90E-">https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGVdu7HAX.;_ylu=Y29sbwNzZzMEcG9zAzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2fsites.google.com%2fsite%2fonlineamazonbookdownload%2f-pdf-download-strategic-brand-management-pdf-by-kevin-lane-keller/RK=2/RS=z1m_wwr1.oNfn.v1DhFqibGa90E-</a>				
<b>VIII: Activity Based Learning / Practical Based Learning/Experiential learning:</b>				
Seminar, assignments, quiz, case studies, mini projects, industry visit, self-study activities, group discussions, etc				



|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)  
**SJB Institute of Technology**

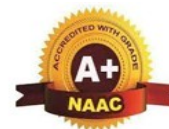
BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060

Approved by AICTE, New Delhi.

Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi

Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015

Recognized by UGC, New Delhi with 2(f) & 12 (B)



### Master of Business Administration (MBA)

<b>Semester:</b>	IV	<b>Course Type:</b>	PEC		
<b>Course Title: INTEGRATED MARKETING COMMUNICATION</b>					
<b>Course Code:</b>	23MBAM404	<b>Credits:</b>			3
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}		3:0:0:0	<b>Total Hours:</b>	40	
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50	<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory			<b>Exam Hours:</b>	3
<b>I. Course Objectives:</b>					
<ol style="list-style-type: none"> <li>1. To build a comprehensive framework for integrated marketing communications. Analyze the role of IMC in developing and managing brand identity.</li> <li>2. To the study the advertising, publicity, personal selling, direct marketing and sales promotion.</li> <li>3. To enhance knowledge of emerging trends in integrated marketing communications.</li> <li>4. To acquaint the students with the latest internet and e-marketing techniques, ethically way of handling business.</li> </ol>					
<b>II. Teaching-Learning Process (General Instructions):</b>					
Chalk & Talk Method Power Point Presentation Keynotes Activity Based Presentations Assignment Subject Viva Voce Beyond Syllabus					
<b>Pre requisites:</b>					
Understanding & application of the concept, setting goal & personal commitment					
<b>III. COURSE CONTENT</b>					
<b>III (a). Theory PART</b>					
<b>Module 1: Introduction to IMC</b>					8 Hrs
Definition and History of IMC, The Importance of IMC in a Marketing Strategy, Benefits and Challenges of IMC, Difference between IMC and traditional marketing communication, Understanding the communication mix and its components (advertising, PR, sales promotion, direct marketing, digital marketing),					
<b>RBT Levels: L1, L2, L3 &amp; L4</b>					
<b>Module 2: The IMC Planning Process</b>					8 Hrs
Situational Analysis (SWOT, PESTEL- Political, Economic, Social, Technological, Environmental, Legal), Target Audience Segmentation, Setting and Aligning Marketing Objectives, Developing the IMC Message, Defining target audience segments based on demographics, psychographics, behavioral factors, and media consumption habits, Creating buyer personas to understand the needs, wants, and pain points of each segment, Importance of segmentation for developing tailored IMC messages and selecting appropriate channels.					

<b>RBT Levels: L2, L3,L4 &amp; L5</b>																			
<b>Module 3: Communication Disciplines in IMC</b>								8 Hrs											
Advertising: Traditional Media, Digital Advertising, Creative Development. Public Relations: Press Releases, Media Relations, Crisis Communication. Sales Promotion: Coupons, Contests, Sampling. Direct Marketing: Email Marketing, Direct Mail. Digital Marketing: Social Media Marketing, Content Marketing, Search Engine Marketing.																			
<b>RBT Levels: L1, L2, L3 &amp; L4</b>																			
<b>Module 4: Direct Marketing</b>								8 Hrs											
Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies. <b>Promotion:</b> Meaning, Importance, tools used, Conventional/unconventional, drawbacks, push pull strategies, Co-operative advertising, Integration with advertising and publicity <b>Public relation/ Publicity:-</b> Meaning, Objectives, tools of public relations, Public Relation strategies, Goals of publicity <b>Corporate Advertising –</b> Role, Types, Limitations, PR Vs Publicity																			
<b>RBT Levels: L2, L3,L4 &amp; L5</b>																			
<b>Module 5: International Advertising:</b>								8 Hrs											
Global environment in advertising, Decision areas in international advertising. <b>Industrial advertising:</b> B 2 B Communication, Special issues in Industrial selling. <b>Internet advertising:</b> Meaning, Components, Advantages and Limitations, Types of Internet advertising <b>Advertising Laws &amp; Ethics:</b> Advertising & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI <b>Relevant Case Study</b>																			
<b>RBT Levels: L2, L3,L4 &amp; L5</b>																			
<b>IV. COURSE OUTCOMES</b>																			
<b>CO1</b>	The students will be able to define and apply knowledge of various aspects of managerial decision making related to marketing communications strategy and tactics.																		
<b>CO2</b>	The students will be getting an idea to explain the role of IMC in the overall marketing & Use effectiveness measures to evaluate IMC strategies.																		
<b>CO3</b>	The students will get the ability to create an integrated marketing communications plan which includes promotional strategies.																		
<b>CO4</b>	The students will get trained in the art of drafting, prepare advertising copy and design other basic IMC tools ethically Situations.																		
<b>V. CO-PO-PSO MAPPING</b> (mark H=3; M=2; L=1)																			
<b>PO/PSO</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>										
<b>CO1</b>	1					2													
<b>CO2</b>		1					2												
<b>CO3</b>			1		2		3												
<b>CO4</b>				1	2			3	2										
<b>VI. Assessment Details (CIE &amp; SEE)</b>																			
<b>General Rules:</b> Refer appendix section1																			
<b>Continuous Internal Evaluation(CIE):</b> Refer appendix section1																			
<b>Semester End Examination(SEE):</b> Refer appendix section1																			
<b>VII. Learning Resources</b>																			
<b>VII(a): Textbooks:</b>																			
<b>Sl. No.</b>	<b>Title of the Book</b>					<b>Name of the author</b>			<b>Edition and Year</b>	<b>Name of the publisher</b>									



1	Advertising and Promotions IMC Perspectives:	Belch and Belch,	9/e,2012	Tata McGraw Hill
2	Advertising & Integrated Brand Promotion	O'Guinn, Allen, Semenik,	2008	Cenage Learning
3	Integrated Advertising, Promotion, and Marketing Communications, Global Edition,	Kenneth E Clow, Donald E Baack	9th edition 2022	Pearson

**VII(b): Reference Books:**

1	Integrated Marketing Communications.	Niraj Kumar,	2013	HPH,
2	Advertising Management	Jaishri Jethwaney & Shruti Jain,	Latest Edition	Oxford University Press

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

1. <https://www.digimat.in/nptel/courses/video/110107158/L04.html>
2. [https://www.academia.edu/13180608/E\\_Book\\_IMC\\_Integrated\\_Marketing\\_Communication](https://www.academia.edu/13180608/E_Book_IMC_Integrated_Marketing_Communication)
3. <https://www.pdfdrive.com/integrated-marketing-communications-d41011351.html>
4. <https://www.digimat.in/nptel/courses/video/110107158/L03.html>
5. <https://www.youtube.com/watch?v=GyxdlocMSpY>
6. <https://www.youtube.com/watch?v=dQNRWF1BaTc>

**VIII: Activity Based Learning / Practical Based Learning/Experiential learning:**

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



|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)  
**SJB Institute of Technology**

BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060

Approved by AICTE, New Delhi.

Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi

Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015

Recognized by UGC, New Delhi with 2(f) & 12 (B)



### Master of Business Administration (MBA)

<b>Semester:</b>	IV	<b>Course Type:</b>	PEC		
<b>Course Title: INTERNATIONAL MARKETING MANAGEMENT</b>					
<b>Course Code:</b>	23MBAM405	<b>Credits:</b>	03		
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}		3:0:0:0	<b>Total Hours:</b>	40	
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50	<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory			<b>Exam Hours:</b>	3hrs
<b>I. Course Objectives:</b>					
1. To introduce students to the international marketing management process, design and theories					
2. To develop skills relating to international trade.					
3. To familiarize the steps involved in import export documentation.					
<b>II. Teaching-Learning Process (General Instructions):</b>					
Chalk & Talk Method					
Power Point Presentation					
Keynotes					
Activity Based					
Presentations					
Assignment					
Subject Viva Voce					
Beyond Syllabus					
<b>Pre-requisites (Self Learning):</b> From brand management to consumer behaviour, this course provides Students with the essential skills that are needed for a career in international marketing.					
<b>III. COURSE CONTENT</b>					
<b>III(a). Theory PART</b>					
<b>Module-1: Introduction to International Marketing</b>					8 Hrs
Scope, Challenges, Reasons and Motivations, Concepts to the management of international marketing function, differences between international marketing and domestic marketing – transition from domestic to international markets - World Trade and India's foreign trade: an overview.					
<b>Textbook:</b> International Marketing, Catero, Graham, TataMcGrawHill, Latest Edition					
<b>RBT Levels: L1, L2, L3 &amp;L4</b>					
<b>Module-2: International Trade Theories and Market research</b>					8 Hrs
International Trade Theories- Absolute cost-comparative Cost- H-O Theorem- New Trade Theories- Porter's Diamond Theory- Managerial Implications. Developing a global vision through market research : Breadth and scope of international marketing research , problems in availability and use of secondary data, problems in gathering primary data , multi cultural research – a special problem , research on internet – a new opportunity , estimating market demand, responsibility for conducting marketing research, communicating with decision makers. Identifying foreign markets – classification based on demand, based on the stage of development ,other basis for division of world markets.					

<b>Textbook:</b> International Marketing, ,Catero, Graham, TataMcGrawHill, Latest Edition															
<b>RBT Levels: L2, L3,L4 &amp; L5</b>															
<b>Module-3:Planning and organization</b>														8 Hrs	
Planning and organization: Global perspective – global gateways – global marketing management – an old debate and a new view – planning for global markets – alternative market entry strategies – organizing for global competition. Global marketing environment – cultural Environment Political and Legal Environment, Economic Environment- Modes of entry in to foreign business. <b>Textbook:</b> International Marketing, Catero, Graham, TataMcGrawHill, Latest Edition															
<b>RBT Levels: L1, L2, L3 &amp;L4</b>															
<b>Module-4:International Product Policy for Consumers</b>														8 Hrs	
Quality – green marketing and product development, products and culture – analyzing product components for adaptation – products for consumers in global markets, product development, product adaptation, product standardization, Cross country segmentation, Product life cycle in International Marketing, International Packaging. Product and services for businesses. Demand in global business to business markets- Quality and global standards – business services – tradeshows crucial part of business to business marketing – relationship markets in business to business context. <b>Textbook:</b> International Marketing, Catero, Graham, TataMcGrawHill, Latest Edition															
<b>RBT Levels: L2, L3,L4</b>															
<b>Module-5:International Pricing, Promotion and International retailing</b>														8 Hrs	
Pricing decision: global pricing frame work, pricing basics, marginal cost pricing and its importance. Transfer pricing, counter trade, systems pricing, pricing and positioning price quotation-INCO terms. Promotion decision: International Advertising, Sales promotion in International, direct mailing, personal selling, exhibition – generic promotion in international marketing. International expansion of retailers – International retailing defined – retail format – variations in different markets – general merchandise at Retailing – issues in international retailing. <b>Textbook:</b> International Marketing, Catero, Graham, Tata Mc GrawHill, Latest Edition															
<b>RBT Levels:L1, L2, L3 &amp;L4</b>															
<b>IV. COURSE OUTCOMES</b>															
<b>CO1</b>		Understand the differences between domestic marketing and international marketing.													
<b>CO2</b>		Understand the concept of international pricing and distribution decision.													
<b>CO3</b>		Acquire the knowledge of import export documentation.													
<b>V.CO-PO-PSO MAPPING (mark H=3; M=2; L=1)</b>															
<b>PO/P SO</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>						
<b>CO1</b>	3					2									
<b>CO2</b>		2	3				3								
<b>CO3</b>		3	2			2									
<b>V. Assessment Details (CIE &amp; SEE)</b>															
<b>General Rules:</b> Refer appendix section1															
<b>Continuous Internal Evaluation(CIE):</b> Refer appendix section1															

**Semester End Examination(SEE): Refer appendix section1****VI. Learning Resources****VII(a): Textbooks:**

Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
01	International Marketing	International Marketing	International Marketing	International Marketing
02	International Marketing	International Marketing	International Marketing	International Marketing
03	Global marketing management	Global marketing management	Global marketing management	Global marketing management
04	International Marketing Management: Text and Cases	U C Mathur	SAGE	2008

**VII(b): Reference Books:**

01	International marketing: analysis and strategy	Sak Onkvisit, Johnshaw,	Biztantra	Latest Edition
----	--	-------------------------	-----------	----------------

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

Mention the links of the online resources, video materials, etc.

[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)

**VIII: Activity Based Learning / Practical Based Learning/Experiential learning:**

Studying organizational structures of any 10 companies and classifying them into different types of organizations which are studied in Module 2 and justifying why such structures are chosen by those organizations.

Preparing the leadership profiles of any 5 business leaders and studying their leadership qualities and behaviors with respects to the trait, behavioural and contingency theories studied.

Identifying any five job profiles and listing the various types, abilities required for those jobs and also the personality traits/attributes required for the jobs identified.



|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)  
**SJB Institute of Technology**

BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060

Approved by AICTE, New Delhi.

Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi

Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015

Recognized by UGC, New Delhi with 2(f) & 12 (B)



### Master of Business Administration (MBA)

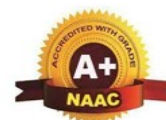
<b>Semester:</b>	IV	<b>Course Type:</b>	PEC		
<b>Course Title: LOGISTIC AND SUPPLY CHAIN MANAGEMENT</b>					
<b>Course Code:</b>	23MBAM406	<b>Credits:</b>			03
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}		3:0:0:0	<b>Total Hours:</b>	40	
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50	<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory			<b>Exam Hours:</b>	03
<b>I. Course Objectives:</b>					
<ul style="list-style-type: none"> <li>To develop an understanding of fundamentals of supply chain management, Key issues in Supply chain Management</li> <li>Appreciate the design and network in supply chain management</li> <li>To understand the strategic role of logistics management</li> <li>To understand the various inventory techniques and role of purchasing</li> <li>To understand the concepts materials management and the role of IT in supply chain</li> </ul>					
<b>II. Teaching-Learning Process (General Instructions):</b>					
Chalk & Talk Method Power Point Presentation Keynotes Activity Based Presentations Assignment Subject Viva Voce Beyond Syllabus					
<b>III. COURSE CONTENT</b>					
<b>III(a). Theory PART</b>					
<b>Module-1:</b> Introduction to Supply chain					8 Hrs
What is SCM? The objectives of Supply Chain, Drivers of SCM , decision phases–process view, Global optimization, Managing uncertainty and risk, the complexity, Key issues in supply chain management, forecasting in Supply Chain					
<b>Pre-requisites (Self Learning):</b> Understanding of the basic terminologies of SCM					
<b>RBT Levels: L1, L2</b>					
<b>Module-2::</b> Designing the supply chain network					8 Hrs
Designing the distribution network, role of distribution, factors influencing distribution, design options, distribution networks in practice. HUB & SPOKE V/S Distributed Warehouses. Transportation Infrastructure .Factors impacting road transport cost, Packaging Issues in Transportation, role of containerization, Hazards in transportation, State of Ocean Transport, tailored transportation					
<b>Pre-requisites (Self Learning):</b> Should have basic knowledge of various distribution and transportation					
<b>RBT Levels: L1, L2, L3</b>					

<b>Module-3:Introduction to Logistics Management</b>											8 Hrs				
Meaning of Logistics, Definition of Logistics, Objectives of Logistics, Types of Logistics, Need for Logistics Management, Logistical Activities, Logistics Costs, Logistics Mix, Difference between Logistics and Supply Chain Management Warehousing– scope, primary functions. Efficient Warehouse Management System, Types of Warehouses															
<b>Pre-requisites (Self Learning):</b> Know the basic meaning logistic and warehouse															
<b>RBT Levels: L1, L2, L3</b>															
<b>Module-4 : Introduction to Inventory Concepts</b>											8 Hrs				
Concept, various costs associated with inventory, Types of Inventory, EOQ, buffer stock, lead time reduction, reorder point / re-order level fixation, ABC analysis, SDE/VED Analysis															
<b>Pre-requisites (Self Learning):</b> Basic Knowledge of Inventory															
<b>RBT Levels: L1, L2, L3,L4</b>															
<b>Module-5:Material handling &amp; IT in SCM</b>											8 Hrs				
Need of Materials Handling, Importance of Materials Handling, Advantages and Disadvantages of Materials Handling, Functions involved in Material Handling, Types of Layout & Performance of Layout. Role of computer/ IT in supply chain management ,Innovations in Supply Chain,benefits of ERP, SCM software packages															
<b>Pre-requisites (Self Learning):</b> Various software's used in SCM															
<b>RBT Levels: L1, L2</b>															
<b>IV. COURSE OUTCOMES</b>															
<b>CO1</b>	Demonstrate knowledge of the functions of logistics and supply chain management														
<b>CO2</b>	Analyse the suitable distribution channels and modes of transportation in SCM														
<b>CO3</b>	Able to Understand the strategic role of Logistics in offering improved service to the customers.														
<b>CO4</b>	Analyse various costs and techniques suitable for organisation to maintain inventory														
<b>CO5</b>	Comprehend the role of Information Technology in warehousing, transportation and Inventory management in SCM														
<b>V. CO-PO-PSO MAPPING (mark H=3; M=2; L=1)</b>															
<b>PO/PSO</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>						
<b>CO1</b>	2					1									
<b>CO2</b>	2	2				1	1								
<b>CO3</b>	2	1		1	1		1								
<b>CO4</b>				2				2							
<b>CO5</b>			3												
<b>VI. Assessment Details (CIE &amp; SEE)</b>															
<b>General Rules:</b> Refer appendix section1															
<b>Continuous Internal Evaluation(CIE):</b> Refer appendix section1															
<b>Semester End Examination(SEE):</b> Refer appendix section1															
<b>VII. Learning Resources</b>															
<b>VII(a): Textbooks:</b>															

Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
01	Supply Chain Management	K. Shridhara Bhat	Latest Edition	Himalaya Publishing House,
02	Supply Chain Management – Strategy, Planning and Operation	Sunil Chopra, Peter Meindl, Dharam Vir Kalra	Latest Edition	Pearson
<b>VII(b): Reference Books:</b>				
01	Supply Chain Management – Creating Linkages for Faster Business Turnaround	Sarika Kulkarni, Ashok Sharma	Latest Edition	Tata McGraw-Hill Publishing Company Ltd,
02	Logistical Management	Donald J. Bouersox David J. closs		Tata Mc Grawhill
<b>VII(c): Web links and Video Lectures (e-Resources):</b>				
<a href="https://youtu.be/raqi4gjMLm8?si=MUOHN9Yb3InieYab">https://youtu.be/raqi4gjMLm8?si=MUOHN9Yb3InieYab.</a> <a href="https://youtu.be/0ZDrpf5aMiw?si=jFtAxROn2tW-yWfF">https://youtu.be/0ZDrpf5aMiw?si=jFtAxROn2tW-yWfF</a> <a href="https://youtu.be/604MAILQ2L4?si=0l6_Fpu57HB3-85m">https://youtu.be/604MAILQ2L4?si=0l6_Fpu57HB3-85m</a>				
<b>VIII: Activity Based Learning / Practical Based Learning/Experiential learning:</b>				
<ul style="list-style-type: none"> <li>• Students are expected to choose any four Indian Organizations and study their supply chain in terms of drivers of the Supply chain and submit a report.</li> <li>• Students should identify any product/service and study the type of distribution system used and understand the reason for using that particular type and present it in the class.</li> <li>• Students should identify the various types of IT applications employed by Indian Organizations in their Supply chain</li> </ul>				



|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)  
**SJB Institute of Technology**



BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060  
Approved by AICTE, New Delhi.

Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi

Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015

Recognized by UGC, New Delhi with 2(F) & 12 (B)

### Master of Business Administration (MBA)

<b>Semester:</b>	IV	<b>Course Type:</b>	PEC		
<b>Course Title: MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING</b>					
<b>Course Code:</b>	23MBAF403	<b>Credits:</b>			03
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}	3:0:0:0		<b>Total Hours:</b>	40	
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50	<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory			<b>Exam Hours:</b>	03
<b>I. Course Objectives:</b>					
1) To understand the various terminologies and concepts used in mergers and acquisitions. 2) To explain and critically evaluate M&A with its different classification, strategies, theories, synergy etc. 3) To apply and analyse financial evaluation and accounting aspects of M&A. 4) To use appropriate defensive strategies against hostile takeovers					
<b>II. Teaching-Learning Process (General Instructions):</b>					
Chalk and Talk PowerPoint Presentations Beyond Syllabus Presentations					
<b>III. COURSE CONTENT</b>					
<b>III(a).THEORY PART</b>					
<b>Module-1:Introduction to Mergers and Acquisitions (M &amp; A)</b>					<b>8 Hours</b>
Introduction of M & A, Meaning, Types of Mergers, Merger Motives, Theories of Mergers, Mergers and Industry Life Cycle, Reasons for failures of M & A, Synergy, Types of synergy, Value creation in M&A, SWOT Analysis (Theory).					
<b>Pre-requisites (Self Learning):</b> Graduates should be aware of basic difference between Mergers and Acquisitions.					
<b>RBT Levels: L1 – Remembering, L2 – Understanding</b>					
<b>Module-2:Merger Process</b>					<b>8 Hours</b>
Introduction, Procedure for effecting M & A, Five Stage Model, Due Diligence –Types, Process and challenges of due diligence, HR aspects of M & A–Tips for successful mergers, Process of merger integration (Theory).					
<b>Pre-requisites (Self Learning):</b> Graduates should be aware of different types of Due Diligence.					
<b>RBT Levels: L1 – Remembering, L2 – Understanding</b>					
<b>Module-3:Financial Evaluation of M &amp; A</b>					<b>8 Hours</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).					
<b>Pre-requisites (Self Learning):</b> Graduates should be aware of determination of future value of cash flows.					
<b>RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Analysing, L4 – Applying</b>					
<b>Module-4:Acquisitions / Takeovers</b>					<b>8 Hours</b>



Meaning and types of acquisition / takeovers (Friendly and Hostile takeovers) – Anti-takeover strategies - Anti-takeover amendments – Legal and human framework of M & A – Combination and Competition Act – 2002, Competition Commission of India (CCI) – The SEBI Substantial Acquisition of Shares and Takeover (Takeover code-2011).									
<b>Pre-requisites (Self Learning):</b> Graduates should be aware of different types of takeovers.									
<b>RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Analysing</b>									
<b>Module-5:Corporate Restructuring</b>								<b>8 Hours</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.									
<b>Pre-requisites (Self Learning):</b> Graduates should be aware of various modes of Corporate Restructuring.									
<b>RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Analysing</b>									
<b>IV. COURSE OUTCOMES</b>									
<b>CO1</b>	Understand M & A with its different classifications, strategies, theories, synergy etc.								
<b>CO2</b>	Conduct financial evaluation of M & A.								
<b>CO3</b>	Analyse the results after evaluation of M & A.								
<b>CO4</b>	Critically evaluate the different types of acquisitions / takeovers								
<b>CO5</b>	Evaluate the different modes of Corporate Restructuring.								
<b>V. CO-PO-PSO MAPPING</b>									
<b>PO/PSO</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	3			2		2			
<b>CO2</b>		2					1		
<b>CO3</b>	1			1				1	
<b>CO4</b>				2					2
<b>CO5</b>	2			2				1	
<b>VI. Assessment Details (CIE &amp; SEE)</b>									
<b>General Rules:</b>									
<b>General Rules:</b> Refer appendix section1									
<b>Continuous Internal Evaluation(CIE):</b> Refer appendix section1									
<b>Semester End Examination(SEE):</b> Refer appendix section1									
<b>VII. Learning Resources</b>									
<b>VII(a): Textbooks:</b>									
<b>Sl. No.</b>	<b>Title of the Book</b>	<b>Name of the author</b>				<b>Edition and Year</b>	<b>Name of the publisher</b>		
01.	Mergers, Acquisitions & Corporate Restructuring – Strategies and Practices	Rabi Narayan Kar and Minakshi				3/e, 2017	Taxmann’s		
02.	Mergers and Acquisitions	Sheeba Kapil and Kanwal N Kapil				2/e, 2017	Wiley		
<b>VII(b): Reference Books:</b>									
01.	Mergers, Acquisitions & Corporate Restructuring – Text and Cases	Chandrashekar, Krishnamurthy & Vishwanath s				2/e, 2017	Sage Publications		

02.	Mergers, Acquisitions & Takeovers	H. R. Machiraju	1/e, 2010	New Age International Publishers
03.	Takeovers, Restructuring and Corporate Governance	Weston, Mitchell and Mulherin	4/e, 2003	Pearson Education

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

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

**VIII: Activity Based Learning / Practical Based Learning/Experiential learning:**

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



|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)

# SJB Institute of Technology

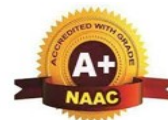
BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060

Approved by AICTE, New Delhi.

Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi

Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015

Recognized by UGC, New Delhi with 2(f) & 12 (B)



## Master of Business Administration (MBA)

<b>Semester:</b>	IV	<b>Course Type:</b>	PEC
<b>Course Title: GST AND CUSTOMS DUTY</b>			
<b>Course Code:</b>	23MBAF404	<b>Credits:</b>	03
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}	3:0:0:0	<b>Total Hours:</b>	40
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50
		<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory	<b>Exam Hours:</b>	03
<b>I. Course Objectives:</b>			
<ol style="list-style-type: none"> <li>1) To acquaint the students with basic principles and broad understanding of the Indian Indirect Tax Laws.</li> <li>2) To enable students to distinguish the difference in concept of forward and reverse mechanism, composite and mixed supply and various exemptions under the GST regime.</li> <li>3) To enhance the knowledge of students on provisions related to time, place and value of supply.</li> <li>4) To enable the students to understand the process of Registration, Input Tax Credit (ITC) and GST assessment under the GST Law.</li> <li>5) To enable the student to understand Customs Duty provisions and evaluate import and export goods.</li> </ol>			
<b>II. Teaching-Learning Process (General Instructions):</b>			
Chalk and Talk PowerPoint Presentations Beyond Syllabus Presentations			
<b>III. COURSE CONTENT</b>			
<b>III(a).THEORY PART</b>			
<b>Module-1:Introduction to Goods and Services Tax(GST)</b>			<b>8 Hours</b>
Introduction, Basic concepts of GST, Features, Taxes subsumed and not subsumed in GST, Need for GST in India, Benefits and Drawbacks of GST, Dual GST Model-Significance, Rates of GST, Structure of GST - CGST, SGST, IGST, UTGST Act 2017, GST Council – Structure, Recommendations and Functions, Goods and Services Tax Network (GSTN) – Features, Functions and Services, Goods and Services exempted from GST (Theory)			
<b>Pre-requisites (Self Learning):</b> Graduates should be aware of basic concepts of GST.			
<b>RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Analysing</b>			
<b>Module-2:Registration and Filing of Returns under GST</b>			<b>8 Hours</b>
GST Registration: Meaning, Benefits, Types of Registration & Provisions, Persons liable and not liable for registration under GST, Compulsory Registration, Voluntary Registration, Deemed Registration, Suo Motu Registration, Procedure for Registration, GSTIN (Theory), Computation of Aggregate Turnover (Simple Problems). Returns under GST: Benefits, Features, Modes of filing returns, Furnishing of returns, First Return, Annual Return and Final Return (Theory)			
<b>Pre-requisites (Self Learning):</b> Graduates should be aware of different types of filing of returns under GST.			
<b>RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Analysing, L4 – Applying</b>			
<b>Module-3:Supply, Levy and Collection of GST</b>			<b>8 Hours</b>

<p><b>Supply</b>– Meaning of Goods and Services, Deemed supply, Classification of supply - Inward &amp; Outward supply, One time &amp; Continuous supply, supply on the basis of taxability &amp; geographical location, Composite and Mixed Supplies, Scope of supply (Theory), Determination of tax liability on various types of supply (Simple problems)</p> <p><b>Levy and Collection</b> – Composition Scheme in GST- Eligibility criteria, Conditions for adoption, Rate of GST of the Composition Levy, (Simple problems on calculation of value of taxable supply and GST Levy). (Theory and Problems).</p>									
<p><b>Pre-requisites (Self Learning):</b> Graduates should be aware of composite and mixed supply and composition levy.</p>									
<p><b>RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Analysing, L4 – Applying</b></p>									
<p><b>Module-4:Time, Place and Value of Supply</b></p>								<p><b>8 Hours</b></p>	
<p><b>Time of Supply</b> – Key concepts Determination of time of supply of goods and services (Simple problems including Change in Rate of Tax in respect of Supply of Goods or Services)</p> <p><b>Place of Supply</b> – Importance and types. Simple Problems on identification of Place of supply.</p> <p><b>Value of Supply</b> – (Simple problems on treatment of discount in transaction value, Money exchange services, Air travel agent, based on Cost. Value of supply in case of lottery, betting, gambling and Horse racing)</p> <p>Input Tax Credit – Meaning, Eligibility for availing ITC, Conditions to be satisfied for availing ITC, Determination of ITC admissible on goods and services (Simple problems).</p>									
<p><b>Pre-requisites (Self Learning):</b> Graduates should be aware of determining the time, place and value of supply.</p>									
<p><b>RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Analysing, L4 – Applying</b></p>									
<p><b>Module-5:Introduction to Indian Customs Duty</b></p>								<p><b>8 Hours</b></p>	
<p>Meaning of Customs Duty, Circumstances of Levy of Customs Duties and Types of Duties and Exemption from Customs Duty, Important definitions, Types of goods, Import Export Procedure, Types of Cess under Customs, Introduction to Baggage and General Free Allowance, Provisional Assessment of Duty, Due Dates for Payment of Duty, Penalties under Customs, Seizure of Goods, Confiscation of Goods.(Theory).Valuation under Customs: Valuation of Imported Goods and Valuation of Export Goods. (Problems on Valuation of Imported Goods – Calculation of FOB, CIF, AV, BCD, SWS, GST Concession Cess, and IGST) (Theory and Problems).</p>									
<p><b>Pre-requisites (Self Learning):</b> Graduates will be aware of filing of returns of individuals and assessment procedure.</p>									
<p><b>RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Analysing, L4 – Applying</b></p>									
<p><b>IV. COURSE OUTCOMES</b></p>									
CO1	Graduates will be able to understand the basics of Goods and Services Tax (GST).								
CO2	Graduates will be able to understand the persons liable and not liable for registration and filings under GST.								
CO3	Have clarity on provisions of levy and collection of GST in India.								
CO4	Assess the value of goods and services based on Provisions of Time, Value and Place of Supply.								
CO5	Understand the concept of customs duty and identify the provisions and valuation of imported goods.								
<p><b>V. CO-PO-PSO MAPPING</b></p>									
PO/PSO	1	2	3	4	5	PSO1	PSO2	PSO3	PSO4
CO1	1			2		2			
CO2		2					1		
CO3	2			3				1	
CO4				3					2
CO5	2			2				2	
<p><b>VI. Assessment Details (CIE &amp; SEE)</b></p>									

**General Rules:** Refer appendix section1

**Continuous Internal Evaluation(CIE):** Refer appendix section1

**Semester End Examination(SEE):** Refer appendix section1

## VII. Learning Resources

### VII(a): Textbooks:

Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
01.	GST & Customs Law (University Edition)	K M Bansal	Latest Edition	Taxmann's Publications
02.	Indirect Taxes Law and Practices	V S Datey	Latest Edition	Taxmann's Publications

### VII(b): Reference Books:

01.	Goods and Services Tax (GST) in India	B Vishwanathan	Latest Edition	USB Publishers
02.	Indirect Taxation	Raj K Agarwal & Shivangi Agarwal	Latest Edition	Bharat Law House Pvt. Ltd.
03.	Principles of GST & Customs Law	V S Datey and Dr. Krishnan Sachdeva	Latest Edition	Taxmann's Publications

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

- 1) GST Council: [www.gstindia.com/tag/gst-council/](http://www.gstindia.com/tag/gst-council/)
- 2) CBEC: <http://www.cbec.gov.in/htdocs-cbec/gst>
- 3) GST Act/Rules/Migration/Press Release etc: <https://www.cbec.gov.in/htdocs-cbec/gst/index>
- 4) GST Awareness campaign/training calendar: <https://gstawareness.cbec.gov.in/>
- 5) GST FAQ: [https://www.cbec.gov.in/resources/htdocs-cbec/deptt\\_offcr/faq-on-gst.pdf](https://www.cbec.gov.in/resources/htdocs-cbec/deptt_offcr/faq-on-gst.pdf)
- 6) GSTN: <https://www.gstn.org/>
- 7) FAQ on GST Suvidha Providers GSTN: [https://www.gstn.org/ecosystem/faq\\_question.php](https://www.gstn.org/ecosystem/faq_question.php)

### VIII: Activity Based Learning / Practical Based Learning/Experiential learning:

- Listing out the provisions incorporated under GST law in the last Union Budget and to prepare a note on these changes.
- Visit to a small scale trader and identify documents pertaining to Registration as well as Returns under GST under Composition Scheme.
- Visit to a GST practitioner to learn Online GST Returns.
- Calculate the GST and avail ITC for a local trader.



### Master of Business Administration (MBA)

<b>Semester:</b>	IV	<b>Course Type:</b>	PEC		
<b>Course Title: INTERNATIONAL FINANCIAL MANAGEMENT</b>					
<b>Course Code:</b>	24MBAF405	<b>Credits:</b>			3
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}			3:0:0:0	<b>Total Hours:</b>	40
<b>sCIE Marks:</b>	50	<b>SEE Marks:</b>	50	<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory			<b>Exam Hours:</b>	3
<b>I. Course Objectives:</b>					
1. To understand the International Financial Environment and the Foreign Exchange market. 2. To learn hedging and Forex risk management. 3. To learn various international financial instruments available for investment 4. To learn the Firm's Exposure to risk in International environment and various theories associated with it.					
<b>II. Teaching-Learning Process (General Instructions):</b>					
PPT, Solved Illustrations, Assignment, Case Study					
<b>III. COURSE CONTENT</b>					
<b>III(a).Theory PART</b>					
<b>Module-1: International Financial Environment</b>					8 Hrs
<b>International Financial Environment: Meaning &amp; Definition</b> Importance, Rewards & Risk of international finance- Goals of MNC- International Business methods. Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Agencies that facilitate international flow of funds, Equilibrium & Disequilibrium, Government influence on exchange rate, Emerging challenges of international Finance (Only Theory). <b>Textbook: International Financial Management-Jeff Madhura Chapter:1,2,6</b> <b>Sections:1-3, 2-1a to 2-1c, 2-3a to 2-3e, 2- 5a to 2-5h,6-1a to 1d,6-3a,6-4a to 4b</b>					
<b>Pre-requisites: Basics of Financial Management</b>					
<b>RBT Levels: L2 – Understanding</b>					
<b>Module-2: Foreign Exchange Market</b>					8 Hrs
<b>Foreign Exchange Market: Function and Structure of the Forex markets, Foreign exchange market participants, Exchange rate quotations, Determination of Exchange rates in Spot markets. Exchange rates determination in Forward markets. Cross Rates - Bid – Ask – Spread, Arbitrage, Types of Arbitrage – Locational, Triangular and Covered Interest Arbitrage (Theory &amp; Problems).</b> <b>Textbook: International Financial Management-Jeff Madhura Chapter:3,7 Sections:3-1a to 3-1d, 7-1a to 1b,7-2, 7-3a to 3b, 7-4a</b>					
<b>Pre-requisites (Self Learning): Basics of International Capital Market</b>					
<b>RBT Levels: L2 – Understanding, L3 – Applying</b>					
<b>Module-3: Foreign Exchange Risk Management</b>					8 Hrs

<p>Foreign Exchange Risk Management: Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency Swaps-Interest Rate Swap- problems on both two-way and three-way swaps. (Theory &amp; Problems)  <b>Textbook:International Financial Management-Jeff Madhura Chapter:5</b>  <b>Sections: 5-1a to 1f,5-2a to 2e,5-3a and 3b, 5-4a to 4c, 5-5a to 5c</b></p>																
<b>Pre-requisites (Self Learning): Basic understanding of risk and derivatives</b>																
<b>RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analyzing, L6-Assessing</b>																
<b>Module-4:International Financial Markets and Instruments</b>														8 Hrs		
<p>Foreign Portfolio Investment, International Bond &amp; Equity market. GDR, ADR, International Financial Instruments: Foreign Bonds &amp; Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds, International Money Markets, International Banking services –Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements. (Only Theory)  <b>Textbook:International Financial Management-Jeff Madhura Chapters:3</b>  <b>Sections:3-2a,3-2b, 3-3a,3-3b, 3-4a, 3-5a</b></p>																
<b>Pre-requisites (Self Learning): Basics of capital Market</b>																
<b>RBT Levels: L2 – Understanding,</b>																
<b>Module-5: Forecasting Foreign Exchange rates</b>														8 Hrs		
<p><b>Forecasting Foreign Exchange rates:</b> Measuring exchange rate movements-Exchange rate equilibrium –Factors affecting foreign exchange rate- Forecasting foreign exchange rates. International Parity Relationships, Purchasing Power Parity, Interest Rate Parity &amp;International Fisher effects.  <b>Foreign Exchange Exposure:</b> Foreign Exchange exposure: Management of Transaction exposure -Management of Translation exposure, Management of Economic exposure - Management of political Exposure- Management of Interest rate exposure.  <b>Textbook: International Financial Management-Jeff Madhura Chapter: 4,8,10</b>  <b>Sections: 4-2a to 2c, 4-3a to 3h,8-1a-1c, 8-2a to 2b,10-1, 10-2,10-3,10-4</b></p>																
<b>Pre-requisites (Self Learning): Basics of Foreign Exchange Market and its operations</b>																
<b>RBT Levels: L2 – Understanding, L4 – Analyzing, L6-Assessing</b>																
<b>IV. COURSE OUTCOMES</b>																
<b>CO1</b>	The student will be able to demonstrate the significance of Financial Management in the Global Context.															
<b>CO2</b>	The student will be able to calculate the Foreign Exchange rates and Arbitrage possibilities for different currencies.															
<b>CO3</b>	The student will be able to demonstrate the relevance of different hedging techniques and designing swap arrangements.															
<b>CO4</b>	The student will be able to demonstrate various international financial market instruments															
<b>CO5</b>	The student will be able to evaluate various theories associated with International environment in forecasting Foreign exchange rates															
<b>CO6</b>	The student will be able to determine the Firm’s Exposure to risk in International environment															
<b>V. CO-PO-PSOMAPPING(mark H=3; M=2; L=1)</b>																
<b>PO/PSO</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>							
CO1	2						2									
CO2		2				2										
CO3			2	2			2									
CO4		2			2			2								
CO5				2	2	2										
CO6			2				2									

<b>VI. Assessment Details (CIE &amp; SEE)</b>				
<b>General Rules:</b> Refer appendix section1				
<b>Continuous Internal Evaluation(CIE):</b> Refer appendix section1				
<b>Semester End Examination(SEE):</b> Refer appendix section1				
<b>VII. Learning Resources</b>				
<b>VII(a): Textbooks</b>				
Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
1.	International Corporate Finance	Jeff Madura	10/e 2012	Cengage Learning
2.	International Finance Management	Eun & Resnick	4/e, 2014	Tata McGraw Hill
3.	Financing International Trade: Banking Theories and Applications	Gargi Sanati	1/e, 2017	Sage Publication
<b>VII(b): Reference Books:</b>				
1	International Financial Management	Apte P. G	6/e, 2011	Tata McGraw Hill
2	International Financial Management	Madhu Vij	2010	Excel Books
<b>VII(c): Web links and Video Lectures (e-Resources):</b>				
<a href="http://ascdegreecollege.ac.in">International Financial Management, 13th ed. (ascdegreecollege.ac.in)</a>				
<a href="http://yasar.edu.tr">International Financial Management (2-downloads) (yasar.edu.tr)</a>				
<b>VIII:Activity Based Learning / Practical Based Learning/Experiential learning:</b>				
Assignments, Case studies, Virtual Trading, Mini project				





|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)

# SJB Institute of Technology

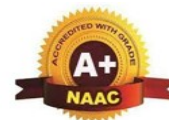
BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060

Approved by AICTE, New Delhi.

Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi

Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015

Recognized by UGC, New Delhi with 2(f) & 12 (B)



## Master of Business Administration (MBA)

<b>Semester:</b>	IV	<b>Course Type:</b>	PEC
<b>Course Title: FINANCIAL DERIVATIVES</b>			
<b>Course Code:</b>	23MBAF406	<b>Credits:</b>	03
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}	3:0:0:0	<b>Total Hours:</b>	40
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50
<b>SEE Type:</b>	Theory	<b>Total Marks:</b>	100
<b>Exam Hours:</b>			03
<b>I. Course Objectives:</b>			
1) To understand various concepts and terminologies used in various financial derivatives. 2) To explain and critically evaluate various financial derivatives such as forwards, futures, options, financial swaps, credit derivatives etc. 3) To apply various financial derivatives in hedging risk and analyse it.			
<b>II. Teaching-Learning Process (General Instructions):</b>			
Chalk and Talk PowerPoint Presentations Beyond Syllabus Presentations			
<b>III. COURSE CONTENT</b>			
<b>III(a).THEORY PART</b>			
<b>Module-1:Introduction to Financial Derivatives</b>			<b>8 Hours</b>
Meaning, benefits, types (both exchange traded and OTC traded) and features of financial derivatives-Factors causing growth of derivatives-functions of derivatives market-Derivative market players (Hedgers, speculators and arbitrageurs)-Derivatives market in India. (Theory).			
<b>Pre-requisites (Self Learning):</b> Graduates should be aware of basic difference between Mergers and Acquisitions.			
<b>RBT Levels: L1 – Remembering, L2 – Understanding</b>			
<b>Module-2:Futures and Forwards</b>			<b>8 Hours</b>
Meaning, features and types of futures/forwards-Futures vs Forwards-Mechanics of buying and selling futures/forwards-Hedging through futures/forwards-Marking-to-market process-contract specifications of stock, index and commodity futures-valuation of futures/forwards using cost of carry model, Arbitrage process-Interest Rate Futures & options. (Numerical problems on MTM and valuation of futures/forwards). (Theory and Problems).			
<b>Pre-requisites (Self Learning):</b> Graduates should be aware of different types of Due Diligence.			
<b>RBT Levels: L1 – Remembering, L2 – Understanding</b>			
<b>Module-3:Options Contracts</b>			<b>8 Hours</b>
Meaning, features and types of option contracts-Options vs futures/forwards-Mechanics of buying and selling option contracts-contract specifications of stock, index and commodity options-Option pricing-factors affecting option pricing-Valuation of option contracts using Black Scholes model and Binomial model-Put-call parity theory-Option Greeks-Option Trading strategies-Interest rate options-Exotic options. (Numerical problems on all aspects except exotic options). (Theory and Problems).			
<b>Pre-requisites (Self Learning):</b> Graduates should be aware of determination of future value of			

cash flows.									
<b>RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Analysing, L4 – Applying</b>									
<b>Module-4:Financial Swaps</b>								<b>8 Hours</b>	
Meaning, features and advantages of financial swaps-Types of financial swaps (Interest rate swap, currency swap, equity swap and commodity swap)-Mechanics of interest rate swaps– Triangular swap (Numerical problems only on interest rate swap including triangular swap)-valuation of interest rate swaps- Only theory. (Theory and Problems).									
<b>Pre-requisites (Self Learning):</b> Graduates should be aware of different types of takeovers.									
<b>RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Analysing</b>									
<b>Module-5:Commodity Derivative Market</b>								<b>8 Hours</b>	
Meaning of commodity derivatives-Commodity derivative exchanges (with commodities traded) in India-Trading and settlement system of commodity derivatives-SEBI Guidelines for commodity market-commodities traded. (Theory).									
<b>Pre-requisites (Self Learning):</b> Graduates should be aware of various modes of Corporate Restructuring.									
<b>RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Analysing</b>									
<b>IV. COURSE OUTCOMES</b>									
<b>CO1</b>	Understand the basics of Financial Derivatives.								
<b>CO2</b>	Understand the mechanism of forwards/futures, options, financial swaps, various credit derivatives with their features, merits and demerits.								
<b>CO3</b>	Assess the application of forwards/futures, options, financial swaps, various credit derivatives using numerical problems.								
<b>CO4</b>	Critically evaluate various financial derivatives.								
<b>CO5</b>	Critically examine the function of commodity derivative market in India.								
<b>V. CO-PO-PSO MAPPING</b>									
<b>PO/PSO</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	3			2		2			
<b>CO2</b>		2					1		
<b>CO3</b>	1			1				1	
<b>CO4</b>				2					2
<b>CO5</b>	2			2				1	
<b>VI. Assessment Details (CIE &amp; SEE)</b>									
<b>General Rules:</b> Refer appendix section1									
<b>Continuous Internal Evaluation(CIE):</b> Refer appendix section1									
<b>Semester End Examination(SEE):</b> Refer appendix section1									
<b>VII. Learning Resources</b>									
<b>VII(a): Textbooks:</b>									
<b>Sl. No.</b>	<b>Title of the Book</b>	<b>Name of the author</b>			<b>Edition and Year</b>		<b>Name of the publisher</b>		
01.	Options, Futures & Other Derivatives	John C Hull					Pearson Education		
02.	Financial Derivatives – Text and Cases	Prakash Yaragol			1/e, 2019		Vikas Publishing House Pvt. Ltd		

**VII(b): Reference Books:**

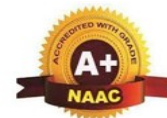
01.	Options and Futures	Vohra & Bagri	2/e	TMH
02.	Derivatives-Principles and Practices	Sundaram & Das		McGraw Hill
03.	Derivatives and Risk Management	Rajiv Srivatsava	2010	Oxford University

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

<https://www.youtube.com/watch?v=ocASABYRVGo>  
[https://www.youtube.com/watch?v=lt\\_csUMbw7E](https://www.youtube.com/watch?v=lt_csUMbw7E)  
<https://www.youtube.com/watch?v=udiQ7r5Y7H8>

**VIII: Activity Based Learning / Practical Based Learning/Experiential learning:**

- Visit the website of FEDAI and understand the regulations for Commodity Exchanges
- Visit the MCX/NCDEX and understand the their trading and settlement
- Visit the banks and understand their foreign exchange transactions.
- Understand how different types of quotations helpful to the participants in Forex.
- Understand what the implication of financial derivatives is.



### MASTER OF BUSINESS ADMINISTRATION

<b>Semester:</b>	IV	<b>Course Type:</b>	PEC		
<b>Course Title: CONFLICT AND NEGOTIATION MANAGEMENT</b>					
<b>Course Code:</b>	23MBAH403		<b>Credits:</b>	03	
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}		3:0:0:0		<b>Total Hours:</b>	40
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50	<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory			<b>Exam Hours:</b>	03
<b>I. Course Objectives:</b>					
<ol style="list-style-type: none"> <li>1. To understand the nature of various dimensions of conflict.</li> <li>2. To learn various strategies and techniques to manage conflicts.</li> <li>3. To understand the importance and role of negotiation in conflict resolution.</li> <li>4. To understand the importance of cross-cultural and technological implications on negotiation.</li> </ol>					
<b>II. Teaching-Learning Process (General Instructions):</b>					
Interactive Lectures and Discussions, Experiential Learning Activities, Guest Speakers and Industry Insights, Case Studies and Project-Based Learning, Cross-Disciplinary Collaboration, Feedback and Reflection					
<b>Pre-requisites (Self Learning):</b> Students should have a strong foundation in organizational behavior and basic management principles, along with strong communication. Familiarity with psychological principles, decision-making processes, and legal aspects of business is essential.					
<b>III. COURSE CONTENT</b>					
<b>III(a).Theory PART</b>					
<b>Module-1: Introduction</b>					8 Hrs
<p><b>Introduction:</b> Conflict: Definition, Meaning, Types of Conflicts - Productive (functional) and Destructive (dysfunctional). Levels of conflict – intrapersonal, interpersonal, group &amp; Organizational conflicts, Process and Structural Models. Causes of conflict: common causes, organizational and interpersonal of conflict: traditional, Causes for work place conflicts – Harassment and discrimination.</p> <p><b>Text book: Corporate Conflict Management - Concepts and Skills, Eirene Leela Rout, Nelson Omiko, Prentice India, 2007.</b></p>					
<b>RBT Levels:L1,L2</b>					
<b>Module-2: Analogy of Conflict</b>					8 Hrs
<p><b>Analogy of Conflict:</b> Stages of conflicts: grievances- personal needs, lack of monetary benefits and Incentives, promotion and recognition, harassment, discrimination, prejudice and Bias, identity, unconcern attitudes of administration, frustration, escalation of Conflicts, and violence, Cost and effects of conflicts. Perspectives of conflict - organizational and individuals. Spectrum of conflicts- Personal conflicts, group conflicts, labour conflicts, social and political conflicts, Contingency conflict management process, Cost of Workplace Conflict, conflict mapping and tracking</p> <p><b>Text book: Corporate Conflict Management - Concepts and Skills, Eirene Leela Rout, Nelson Omiko, Prentice India, 2007.</b></p>					

<b>Managing conflict and negotiation, B.D. Singh, 1st edition, Excel books, 2008.</b>	
<b>RBT Levels:L1, L3</b>	
<b>Module-3: Conflict Management</b>	8 Hrs
<p><b>Conflict Management:</b> Nature of conflict Management, Managing conflict: Thomas conflict resolution approach (Avoiding, Accommodating, Compromising, Competing, Collaboration) behavioural style and conflict handling, CosierSchank 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  <b>Text book: Corporate Conflict Management - Concepts and Skills, Eirene Leela Rout, Nelson Omiko, Prentice India, 2007.</b></p>	
<b>RBT Levels:L1,L2</b>	
<b>Module-4:Negotiation strategies</b>	8 Hrs
<p><b>Negotiation:</b> Negotiation strategies –Meaning , Six Foundations of Negotiation, Negotiations, negotiation process, Principles for successful negotiations, Factors and essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations, Techniques of negotiation, issues in negotiations. Negotiation strategies: Strategy and tactics for distributive bargaining  <b>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.</b></p>	
<b>RBT Levels:L1, L2</b>	
<b>Module-5: Resolving Disputes</b>	8 Hrs
<p>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, Ethics in negotiation.  Third party approaches: Third party interventions, formal intervention methods – Arbitration, Mediation and Process Consultation, Informal intervention methods, best practices in negotiation. Cross cultural negotiation, negotiations and information technology: e-negotiation model.  <b>Text book: 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.</b></p>	
<b>RBT Levels:L1, L2</b>	
<b>IV. COURSE OUTCOMES</b>	
CO1	Understand the concepts of conflict and negotiation and its role
CO2	Apply various contemporary methods of conflict and negotiation
CO3	Exhibit the knowledge of various conflict handling mechanisms
CO4	Demonstrate the cross-cultural and gender dimensions of negotiation
<b>V. CO-PO-PSO MAPPING(mark H=3; M=2; L=1)</b>	

PO/PSO	1	2	3	4	5	PSO 1	PSO 2	PSO 3	PSO 4						
CO1	1				3	1									
CO2			2				2								
CO3	1			2											
CO4			1					1							

## VI. Assessment Details (CIE & SEE)

**General Rules:** Refer appendix section1

**Continuous Internal Evaluation(CIE):** Refer appendix section1

**Semester End Examination(SEE):** Refer appendix section1

## VII. Learning Resources

### VII(a): Textbooks:

Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
1	Corporate Conflict Management - Concepts and Skills	Eirene Leela Rout, Nelson Omiko	2007	Prentice India
2	Negotiations	Roy J. Lewicki, David M. Saunders, Bruce Barry,	5/e, 2005, ISBN: 9780072973075.	Mc Graw Hill
3	Getting to Yes. Negotiating Agreement without Giving in.	Fisher, R and Ury. W	1986	London, Hutchinson Business Books Ltd.
4	Leading Through Conflict	Mark Gerzon	2006	Harvard Business School Press, Boston, USA.
5	Managing conflict and negotiation,	B.D. Singh	1st edition, 2008	Excel books

### VII(b): Reference Books:

1	Conflict Management: Practical guide to develop negotiation strategies	Barbara A Budjac Corvette	ISBN: 8174466428, 9788174466426, 2006	Pearson Prentice Hall
2	Contemporary Conflict Resolution	Oliver Ramsbotham, Hugh Miall, Tom Woodhouse	3 <sup>rd</sup> edition, ISBN 0745649734, 9780745649733, 2011	Polity publishers
3	Managing Conflict in Organizations	M. Afzalur Rahim	4th Edition, ISBN 1412844258, 9781412844253, 2011	Transaction Publishers

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

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

<b>VIII: Activity Based Learning / Practical Based Learning/Experiential learning:</b>
--

Assignments, case studies, presentations etc
--



|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)  
**SJB Institute of Technology**

BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060

Approved by AICTE, New Delhi.

Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi

Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015

Recognized by UGC, New Delhi with 2(f) & 12 (B)



## Master of Business Administration (MBA)

<b>Semester:</b>	IV	<b>Course Type:</b>	PEC
<b>Course Title: HR ANALYTICS</b>			
<b>Course Code:</b>	23MBAH404	<b>Credits:</b>	03
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}	3:0:0:0	<b>Total Hours:</b>	40
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50
		<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory	<b>Exam Hours:</b>	03
<b>I. Course Objectives:</b>			
<ul style="list-style-type: none"> <li>• The student will be able to describe the theory, evolution and function of HR Analytics in the Organization.</li> <li>• To enable students to understand the Analytics frameworks .</li> <li>• To enable student to understand Data Sources for effective implementation of HR Analytics in the Organization.</li> <li>• To elucidate the methods of capturing, examining &amp; purifying data and to introduce the aspect of HR Metrics in the context of HR Analytics</li> <li>• To provide a futuristic perspective of Predictive and Prescriptive HR Analytics.</li> </ul>			
<b>II. Teaching-Learning Process (General Instructions):</b>			
Chalk & Talk Method Power Point Presentation Keynotes Activity Based Presentations Assignment Subject Viva Voce Beyond Syllabus			
<b>III. COURSE CONTENT</b>			
<b>III(a). Theory PART</b>			
<b>Module-1: Introduction</b>			8 Hrs
Introduction and Emergence of HR Analytics, scope and importance of HR Analytics, Types of HR Analytics, Skills required for HR Analytics, managing a HR analytics Project, Advantages of HR Analytics, Making the Best Use of HR Analytics, Challenges to HR Analysts, The Scope of Big Data in HR Analytics, Scope of Text Analytics in HR Analytics, Pitfalls of HR Analytics			
<b>Pre-requisites (Self Learning):</b> Understanding the basic concepts of Analytics			
<b>RBT Levels: L1, L2</b>			
<b>Module-2: HRA Frameworks</b>			8 Hrs
HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM: 21 Framework and (c) Talentship Levels of Analytics Maturity, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talentship.			
<b>Pre-requisites (Self Learning):</b> Students should have knowledge of Scorecard			



<b>RBT Levels: L1, L2,L3</b>																			
<b>Module 3: Conducting HR/Workforce Analytics</b>										8 Hrs									
Models of HR Analytics, How to Conduct HR Analytics. Understanding HR Data: Importance of Data, Types and Scales of Data; Methods of Capturing Data, Data Examination & Purification. Analytics																			
<b>Pre-requisites (Self Learning):</b> Understand the levels of Analytical Maturity																			
<b>RBT Levels: L1, L2, L3</b>																			
<b>Module-4: Building HR Metrics and Dashboard</b>										8 Hrs									
Employee data metrics: Efficiency & Effectiveness metrics, HR Metrics, Types of HR Metrics, HR indicators – leading and lagging indicators. Key metrics for each vertical of HR: Staffing Metrics, Training and Development Metrics, HR Score cards. Decision making through HR Dashboards, Story boarding: Connecting the Dots and Integrating the Findings.																			
<b>Pre-requisites (Self Learning):</b> Understanding basic concepts to measure effectiveness of HRM functions																			
<b>RBT Levels: L1, L2, L3</b>																			
<b>Module-5: Predictive &amp; Prescriptive HR Analytics</b>										8 Hrs									
Predictive Analytics and Modelling: Predictive analysis tools and techniques- HR Analytics Applications of Correlation and Linear Regression, HR Analytics Applications of Comparison of Means and ANOVA, HR Analytics Application of Logistic Regression; Phases of predictive modelling for HR decisions.																			
<b>Pre-requisites (Self Learning)</b> Understand of the concept of sources of data available																			
<b>RBT Levels: L1, L2, L3</b>																			
<b>IV. COURSE OUTCOMES</b>																			
<b>CO1</b>	Demonstrates their conceptual understanding of theory, evolution and function of HR Analytics in the Organization.																		
<b>CO2</b>	Demonstrate Analytics frameworks for effective implementation of HR Analytics in the Organization.																		
<b>CO3</b>	Understand the methods of capturing, examining & purifying data for conduction of HR Analytics.																		
<b>CO4</b>	The student will be able to demonstrate their ability to apply HR Metrics and Dash board for Solving workplace problems through application of HR Analytics in the Organization.																		
<b>CO5</b>	Devise, conduct and analyse a study on employees or any other related to the HR context in an organization by using statistical tools.																		
<b>V. CO-PO-PSO MAPPING (mark H=3; M=2; L=1)</b>																			
<b>PO/PSO</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>										
<b>CO1</b>	2					1													
<b>CO2</b>	2	2					1		1										
<b>CO3</b>	2	1	1		1	1													
<b>CO4</b>	2	1	1	1	1		1		1										
<b>CO5</b>	2	2	1		1	1	1		1										
<b>VI. Assessment Details (CIE &amp; SEE)</b>																			
<b>General Rules:</b> Refer appendix section1																			
<b>Continuous Internal Evaluation(CIE):</b> Refer appendix section1																			

**Semester End Examination(SEE):** Refer appendix section I

## VII. Learning Resources

### VII(a): Textbooks:

Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
01	Practical Applications of HR Analytics	Pratyush, Banerjee; Jatin Pandey; Manish Gupta,	2019	SAGE Texts, India,
02	HR Analytics- Understanding Theories and Applications,	Bhattacharya, Dipak Kumar,	2017	SAGE Texts,
03	HR Analytics	Rama Shankar Yadav & Sunil Maheshwari	2019	Wiley

### VII(b): Reference Books:

01	Predictive analytics for Human Resources	Jac Fitz- enz, John R. Mattox, II	2014	Wiley
02	The HR Scorecard: Linking People, Strategy, and Performance	Brian E. Becker, Mark A. Huselid, Mark A Huselid	2001	David Ulrich

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

Mention the links of the online resources, video materials, etc.

<https://www.youtube.com/watch?v=zogLCssW0Ts>

<https://www.digimat.in/nptel/courses/video/110104086/L05.html>

<https://www.youtube.com/watch?v=wcs-wlkTJlc>

### VIII: Activity Based Learning / Practical Based Learning/Experiential learning:

- Identify the important HR metrics used in manufacturing companies.
- Ask students to collect manpower data of your institute and prepare HR Dashboards



## Master of Business Administration (MBA)

<b>Semester:</b>	IV	<b>Course Type:</b>	PEC		
<b>Course Title: GLOBAL HUMAN RESOURCE MANAGEMENT</b>					
<b>Course Code:</b>	23MBAH405	<b>Credits:</b>			03
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}		3:0:0:0	<b>Total Hours:</b>	40	
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50	<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory			<b>Exam Hours:</b>	03
<b>I. Course Objectives:</b>					
<ul style="list-style-type: none"> <li>To enable the student to identify the application of Global HRM in managing and developing an organization.</li> <li>To enable students to understand International staffing and Training process.</li> <li>The student will be able to describe the compensation and performance management systems in an international perspective.</li> <li>The student will be able to analyse the role of culture in international business.</li> <li>Students will be able to apply concepts and knowledge about the range of Human Resource functions to the deployment of expatriate employees.</li> </ul>					
<b>II. Teaching-Learning Process (General Instructions):</b>					
Chalk & Talk Method Power Point Presentation Keynotes Activity Based Presentations Assignment Subject Viva Voce Beyond Syllabus					
<b>III. COURSE CONTENT</b>					
<b>III(a). Theory PART</b>					
<b>Module-1:Introduction</b>					8 Hrs
GHRM - Meaning and Definition, Objectives, The drivers of internationalization of business. HR Challenges in a global workforce, Difference between GHRM and Domestic HRM, Functions of global HRM, Emergence of Global HR Manager, Approaches to International Human Resource Management, Models of GHRM					
<b>Pre-requisites (Self Learning):</b> Understanding of the concept Global HRM.					
<b>RBT Levels: L1, L2, L3, L4</b>					
<b>Module-2:Cultural Management</b>					8 Hrs
Concept of culture, International Culture Management, Cross Cultural Management, Profile of Organisational Culture in International Organizations, Role of culture in International business, Models of Culture- Hofstede's Four Cultural Dimensions, Globe's Nine Cultural Dimensions, Edgar Schein's Model of Culture, Schneider's Culture Model, Cameron and Quinn's Model of Culture Charles Handy's Model of Culture, Denison's Model of Culture, Trompenaar's Seven					

Cultural Dimensions. Cultural uniqueness vs. Pan-Culturalism, Diversity Management-The paradox of diversity.	
<b>Pre-requisites (Self Learning):</b> Understanding of the concept International Culture, Cross Culture, Different Dimensions and Models of Culture.	
<b>RBT Levels: L1, L2, L3, L4, L5</b>	
<b>Module-3:Global Workforce Planning &amp; Development</b>	8 Hrs
International Recruitment function; head-hunters, cross-national advertising, e-recruitment; International staffing choice, Current scenario in international training and development, Training and development for expatriates; Compensation in international perspective and key components, Approaches to international Compensation, compensation practices across the countries, emerging issues in compensation management. Developing international staff and multinational teams, knowledge transfer in multinational companies, different approaches to multinational staffing decisions, Types of international assignments, Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues Key components of global total rewards programs, Complexities faced by Global HR managers.	
<b>Pre-requisites (Self Learning):</b> Understanding of the concept of International Recruitment.	
<b>RBT Levels: L1, L2, L3, L4, L5</b>	
<b>Module-4: Global Performance Management</b>	8 Hrs
Introduction, Key components of PMSs, Factors affecting PMSs, Culture and PMSs, PMSs in six leading economies: China, India, Japan, South Korea, UK and USA. PMS for expatriates. Differentiating between PCNs, TCNs and HCNs. Total Rewards in the International Context: Approaches to International Compensation, International total rewards objectives for the MNC, International transfers, Expatriation and Repatriation, Expatriate management, Repatriation Process, Challenges of repatriation and support practices. Staffing for international operations, Selection strategies for overseas assignments, types of expatriate training, sensitivity training, Career Development, repatriate training, Repatriation issues, International trends in global total rewards.	
<b>Pre-requisites (Self Learning):</b> Understanding of the concept of Global Performance Management System, across different economies, overview of Expatriation and Repatriation.	
<b>RBT Levels: L1, L2, L3, L4, L5</b>	
<b>Module-5:Diversity Management</b>	8 Hrs
Equal opportunities, Diversity Management, Work–life balance: practices and discourses; Human Resource Management in Cross-Border Mergers and Acquisitions.. Ethics and corporate social responsibility. Regulation and Multinational Corporations: The Changing Context of Global Employment Relations, Importance of regulation and political context, Political and institutional drivers of de-regulation. Cultural differences and cross-border M&A performance, Managing cross-border integration: the HRM implications. Establishment of labour standards by International Institutions, The global legal and regulatory context of MNE, HRIS: Meaning, Designing of HRIS, Applications of HRIS in Employee Management, Limitation of HRIS.	
<b>Pre-requisites (Self Learning):</b> Understanding of the concept of Diverse HRM, Mergers and Acquisitions.	
<b>RBT Levels: L1, L2, L3, L4, L5</b>	
<b>IV. COURSE OUTCOMES</b>	
<b>CO1</b>	Understand various practices within the field of global HRM.
<b>CO2</b>	Describe HR concepts, policies and practices to deal with issues in an international context.
<b>CO3</b>	Appraise the impact of global factors in shaping HR practices in global perspective.

CO4	Apply concepts and knowledge in deployment, expatriate on international assignments.													
<b>V. CO-PO-PSO MAPPING</b> (mark H=3; M=2; L=1)														
<b>PO/PSO</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>					
CO1	2			3			3							
CO2			2	2			2		2					
CO3				3	2	2	2							
CO4		2		2		2		2	3					
<b>VI. Assessment Details (CIE &amp; SEE)</b>														
<b>General Rules:</b> Refer appendix section1														
<b>Continuous Internal Evaluation(CIE):</b> Refer appendix section1														
<b>Semester End Examination(SEE):</b> Refer appendix section1														
<b>VII. Learning Resources</b>														
<b>VII(a): Textbooks:</b>														
<b>Sl. No.</b>	<b>Title of the Book</b>					<b>Name of the author</b>			<b>Edition and Year</b>	<b>Name of the publisher</b>				
01	International Human Resource Management					Srinivas R. Kandula			2018	Sage Publication India Pvt. Ltd.,				
02	International Human Resource Management					Anne-Wil Harzing, Ashly H. Pinnington			4/e, 2015	Sage Publication IndiaPvt. Ltd.,				
03	International Human Resource Management					Peter J. Dowling, Denice E. Welch				Cengage Learning				
<b>VII(b): Reference Books:</b>														
01	International Human Resource Management: Policies and Practices					Dennis Briscoe, Randall Schuler, Ibraiz Tarique, Taylor & Francis			4/e, 2012.					
02	Human Resource Information Systems: Basics, Applications, and Future Directions: Basics, Applications, and Future Directions					Michael J. Kavanagh, Mohan Thite, Richard D. Johnson			2011, 2/e	SAGE				
<b>VII(c): Web links and Video Lectures (e-Resources):</b>														
Mention the links of the online resources, video materials, etc. <a href="https://www.airswift.com/blog/importance-of-cultural-awareness">https://www.airswift.com/blog/importance-of-cultural-awareness</a> <a href="https://www.geektonight.com/international-human-resource-management/">https://www.geektonight.com/international-human-resource-management/</a> <a href="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</a> <a href="https://www.youtube.com/watch?v=COQgJyCpU4A">https://www.youtube.com/watch?v=COQgJyCpU4A</a>														
<b>VIII: Activity Based Learning / Practical Based Learning/Experiential learning:</b>														
<ul style="list-style-type: none"> <li>• Study and compare Recruitment, Selection and Training practices in various countries.</li> <li>• Solve a case study to understand the challenges faced by organizations in evaluating the performance of international assignees.</li> <li>• Study Indian and US legal aspects involved when deploying an employee on an International Assignment.</li> <li>• Visit to an Organization and interact with IHR Manager and list out the roles played by IHR manager.</li> </ul>														



### Master of Business Administration (MBA)

<b>Semester:</b>	IV	<b>Course Type:</b>	PEC		
<b>Course Title: PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS</b>					
<b>Course Code:</b>	23MBAH406	<b>Credits:</b>			03
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}			3:0:0:0	<b>Total Hours:</b>	40
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50	<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory			<b>Exam Hours:</b>	03
<b>I. Course Objectives:</b>					
<ul style="list-style-type: none"> <li>To enhance one's own self-awareness (strengths and weaknesses) and to develop the interpersonal trusts in a team.</li> <li>To equip the students for personal change in turn helps in personal Growth and interpersonal effectiveness.</li> <li>To understand the concepts of self awareness, self esteem, NLP and Locus of Control</li> </ul>					
<b>II. Teaching-Learning Process (General Instructions):</b>					
Chalk & Talk Method Power Point Presentation Keynotes Activity Based Presentations Assignment Subject Viva Voce Beyond Syllabus					
<b>III. COURSE CONTENT</b>					
<b>III(a). Theory PART</b>					
<b>Module-1:</b> Dynamics of Personal Growth and Interpersonal Trust					8 Hrs
Meaning, nature and scope of personal growth. Self-awareness and self-esteem, life roles, social roles and organisational roles, role clarity and role boundaries. Ego states- Id, ego and super ego and Defence mechanism. Self-disclosure, seeking feedback, self-reflection and practicing new behaviors. Discovering facets of interpersonal trust through Johari Window					
<b>Pre-requisites (Self Learning):</b> Understanding of the Personal growth					
<b>RBT Levels: L1, L2, L3, L4</b>					
<b>Module-2:</b> Understanding Human Personality and Neuro Functioning					8 Hrs
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					
<b>Pre-requisites (Self Learning):</b> Understanding of the concept various theories					
<b>RBT Levels: L1, L2, L3</b>					
<b>Module-3:</b> Attitudes, Beliefs, Values and their impact on Behaviour					8 Hrs

Personal change meaning, nature and requisites. Social adjustments and habit formation. Locus of control. Habits of personal effectiveness. Seven habits of highly effective people. Creativity and innovation. Blocks to creativity. Creativity processes and tools- convergent and divergent thinking. Six thinking Hats, Neuro Linguistic Programming.																			
<b>Pre-requisites (Self Learning):</b> Know the basic meaning of the mentioned terminologies																			
<b>RBT Levels: L1, L2, L3</b>																			
<b>Module-4:</b> Interpersonal relations and personal growth									8 Hrs										
Interpersonal needs for openness, inclusion and control. Discovering the interpersonal orientation through FIRO-B. Conflict resolution and negotiation, time management and honouring the commitment																			
<b>Pre-requisites (Self Learning):</b> Understanding of the meaning of above mentioned concept																			
<b>RBT Levels: L1, L2, L3</b>																			
<b>Module-5: Diversity Management</b>									8 Hrs										
Transactional Analysis: Ego states, types of transactions and time structuring. Life position, scripts and games; T-group sensitivity training, encounter groups, appreciative enquiry and group relations conference																			
<b>Pre-requisites (Self Learning):</b> Understanding of the concept of egostates, training																			
<b>RBT Levels: L1, L2</b>																			
<b>IV. COURSE OUTCOMES</b>																			
<b>CO1</b>	Understand the components of personal growth																		
<b>CO2</b>	Apply self-awareness by understanding various personality theories.																		
<b>CO3</b>	Apply habits of personal effectiveness and creative mind to be a better leader and solve business problems																		
<b>CO4</b>	Examine the aspects of interpersonal growth and handling conflicts, managing Time and self-analysis																		
<b>CO5</b>	Design transactions and scripts to make the effective organizational team																		
<b>V. CO-PO-PSO MAPPING (mark H=3; M=2; L=1)</b>																			
<b>PO/PSO</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>										
<b>CO1</b>	2				2	3													
<b>CO2</b>	2		2					1											
<b>CO3</b>			2	1	1			1											
<b>CO4</b>			2	1	1			1											
<b>CO5</b>					2				1										
<b>VI. Assessment Details (CIE &amp; SEE)</b>																			
<b>General Rules:</b> Refer appendix section1																			
<b>Continuous Internal Evaluation(CIE):</b> Refer appendix section1																			
<b>Semester End Examination(SEE):</b> Refer appendix section1																			
<b>VII. Learning Resources</b>																			
<b>VII(a): Textbooks:</b>																			
<b>Sl. No.</b>	<b>Title of the Book</b>			<b>Name of the author</b>			<b>Edition and Year</b>		<b>Name of the publisher</b>										
01	Organizational Behaviour: Human Behavior at work			John W. Newstrom and Keith Davis			11/e, , 2003		Tata McGraw Hill										

02	Human Relations in organizations	Robert N. Lussier	6/e	Mc-Graw Hill Education
03	Development of Management Skills	Whetten & Cameron,	7/e.	PHI
<b>VII(b): Reference Books:</b>				
01	Understanding OB	Udai Pareek		Oxford University Press
02	Seven Habits of Highly Effective People	Stephen R Covey		Pocket Books
03	Training in interpersonal Skills	Stephen Robbins	Pearson Education.	5th /e
<b>VII(c): Web links and Video Lectures (e-Resources):</b>				
Mention the links of the online resources, video materials, etc. <a href="https://www.youtube.com/watch?v=AtzMGO9_XYg">https://www.youtube.com/watch?v=AtzMGO9_XYg</a> <a href="https://safetyculture.com/topics/six-thinking-hats/">https://safetyculture.com/topics/six-thinking-hats/</a>				
<b>VIII: Activity Based Learning / Practical Based Learning/Experiential learning:</b>				
<ul style="list-style-type: none"> <li>• Activity on JOHARI window and assessment of students individually and then in groups.</li> <li>• Role play the Transactional Analysis manager.</li> </ul>				





|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)  
**SJB Institute of Technology**

BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060

Approved by AICTE, New Delhi.

Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi

Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015

Recognized by UGC, New Delhi with 2(f) & 12 (B)



### Master of Business Administration (MBA)

<b>Semester:</b>	IV	<b>Course Type:</b>	PEC		
<b>Course Title: MACHINE LEARNING</b>					
<b>Course Code:</b>	23MBAB403	<b>Credits:</b>			3
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}		3:0:0:0	<b>Total Hours:</b>	40	
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50	<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory			<b>Exam Hours:</b>	03
<b>I. Course Objectives:</b>					
<ol style="list-style-type: none"> <li>1. To acquaint students with theoretical and practical knowledge on machine learning</li> <li>2. To make students to apply the concepts of Machine learning</li> <li>3. To make students to understand the technology integration and importance of data analytics</li> <li>4. To make students to analyze using the Machine learning techniques for business decisions</li> </ol>					
<b>II. Teaching-Learning Process (General Instructions):</b>					
Chalk & Talk Method, Power Point Presentation, Keynotes, Assignment, Beyond Syllabus, Hands on					
<b>III. COURSE CONTENT</b>					
<b>III(a). Theory PART</b>					
<b>Module-1: Introduction</b>					8 Hrs
Machine learning: what and why?, Types of machine learning, Supervised learning, Unsupervised learning, Reinforcement Learning Some basic concepts in machine learning, Applications of Machine Learning					
<b>Pre-requisites (Self Learning)</b>					
Understanding the basic concepts of machine Learning					
<b>RBT Levels: L1, L2</b>					
<b>Module-2: Supervised and Unsupervised Learning</b>					8 Hrs
Regression and classification models, Decision tree, Classification of regression trees, linear, multiple, logistic regression, neural networks, multi-layer perception, support vector machines, linear and non-linear kernel functions, introduction to clustering and k model clustering					
<b>Pre-requisites (Self Learning)</b>					
Students should have knowledge of machine learning and its types					
<b>RBT Levels: L1, L2, L3</b>					
<b>Module-3: Decision tree and generic algorithms</b>					8 Hrs
Basic decision tree algorithm, information gain, hypothesis space, inductive bias, issues in decision tree learning, determining the correct and final tree size, pruning. Genetic Algorithms: Motivation, Genetic Algorithms: Representing Hypotheses, Genetic Operator, Fitness Function and Selection, An Illustrative Example					
<b>Pre-requisites (Self Learning)</b>					
Students should have basic knowledge of decision tree					
<b>RBT Levels: L1, L2, L3</b>					

<b>Module-4:Ensemble and probabilistic learning</b>											8 Hrs								
Model Combination Schemes, Voting, Error-Correcting Output Codes, Bagging: Random Forest Trees, Boosting: Adaboost, Stacking. Gaussian mixture models - The Expectation-Maximization (EM) Algorithm, Information Criteria, Nearest neighbour methods - Nearest Neighbour Smoothing, Efficient Distance Computations: the KD-Tree.																			
<b>Pre-requisites (Self Learning)</b> Students should have basic knowledge of types of machine learning and different classifiers																			
<b>RBT Levels: L1, L2, L3</b>																			
<b>Module-5: Reinforcement and Expert System</b>											8 Hrs								
Reinforcement Learning, Autonomous movement of object, applications of reinforcement learning. Expert System: Representing and using domain knowledge, ES shells,Explanation,Knowledge acquisition																			
<b>Pre-requisites (Self Learning)</b> Understand of the concept of sources of data available																			
<b>RBT Levels: L1, L2, L3</b>																			
<b>IV. COURSE OUTCOMES</b>																			
<b>CO1</b>		Gain knowledge on fundamental concepts of machine Learning																	
<b>CO2</b>		Apply Machine Learning with technology																	
<b>CO3</b>		Analyse data for business decisions																	
<b>CO4</b>		Understand expert system in Machine Learning.																	
<b>V. CO-PO-PSO MAPPING(mark H=3; M=2; L=1)</b>																			
<b>PO/PSO</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>										
<b>CO1</b>	1				2	3													
<b>CO2</b>		2	2			2													
<b>CO3</b>				2		3		2											
<b>CO4</b>		2		2			1		2										
<b>VI. Assessment Details (CIE &amp; SEE)</b>																			
<b>General Rules:</b> Refer appendix section1																			
<b>Continuous Internal Evaluation(CIE):</b> Refer appendix section1																			
<b>Semester End Examination(SEE):</b> Refer appendix section1																			
<b>VII. Learning Resources</b>																			
<b>VII(a): Textbooks:</b>																			
<b>Sl. No.</b>	<b>Title of the Book</b>					<b>Name of the author</b>					<b>Edition and Year</b>		<b>Name of the publisher</b>						
1	Machine Learning					Tom M. Mitchell					McGraw-Hill		2010						
2	Neural Networks for Pattern Recognition					Bishop, Christopher					NY: Oxford University Press		1995						
<b>VII(b): Reference Books:</b>																			
4.	Introduction to Machine Learning					EthemAlpaydin,					The MIT Press		2004						

5.	The Elements of Statistical Learning	T. Hastie, R. Tibshirani, J. H. Friedman	Springer	2009 (2nd Ed.)
<b>VII(c): Web links and Video Lectures (e-Resources):</b>				
<a href="https://youtu.be/olFxW7kdtP8?si=mi12iZMLpA0yVk6o">https://youtu.be/olFxW7kdtP8?si=mi12iZMLpA0yVk6o</a> <a href="https://youtu.be/ER2It2mIagI?si=9wy3Bd7oZqmScK4U">https://youtu.be/ER2It2mIagI?si=9wy3Bd7oZqmScK4U</a> <a href="https://youtu.be/gwgmSSTdiXs?si=9nTeSNjEDR66SGel">https://youtu.be/gwgmSSTdiXs?si=9nTeSNjEDR66SGel</a>				
<b>VIII: Activity Based Learning / Practical Based Learning/Experiential learning:</b>				
Seminar Presentations, Assignments, Quiz Assessments, Case Studies, Mini Projects, Industry Visits, Self-Study Activities, Group Discussions, Hackathons, Project Presentations, Research Projects, Simulation Exercises				



|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)

# SJB Institute of Technology

BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060

Approved by AICTE, New Delhi.

Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi

Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015

Recognized by UGC, New Delhi with 2(f) & 12 (B)



## Master of Business Administration (MBA)

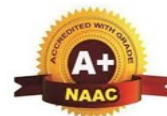
<b>Semester:</b>	IV	<b>Course Type:</b>	PEC
<b>Course Title: BIG DATA</b>			
<b>Course Code:</b>	23MBAB404	<b>Credits:</b>	3
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}	3:0:0:0	<b>Total Hours:</b>	40
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50
<b>SEE Type:</b>	Theory	<b>Total Marks:</b>	100
<b>Exam Hours:</b>			3Hrs
<b>I. Course Objectives:</b>			
<ol style="list-style-type: none"> <li>1. Understand the Big Data Platform and its Use cases</li> <li>2. Provide an overview of Apache Hadoop</li> <li>3. Provide HDFS Concepts and Interfacing with HDFS</li> <li>4. Understand Map Reduce Jobs</li> <li>5. Exposure to Data Analytics with R.</li> <li>6. Apply analytics on Structured, Unstructured Data.</li> </ol>			
<b>II. Teaching-Learning Process (General Instructions):</b>			
Interactive Lectures and Demonstrations, Case Studies and Projects, Guest Speakers and Industry Experts, Online Resources and Tutorials, Collaborative Learning Activities, Practical Workshops and Coding Sessions, Feedback and Assessment, Ethical Discussions and Debates, Industry Visits and Internship Opportunities			
<b>III. COURSE CONTENT</b>			
<b>III(a).Theory PART</b>			
<b>Module-1: INTRODUCTION TO BIG DATA AND HADOOP</b>			8 Hrs
Types of Digital Data, Introduction to Big Data, Big Data Analytics, History of Hadoop, Apache Hadoop, Analysing Data with Unix tools, Analysing Data with Hadoop, Hadoop Streaming, Hadoop Echo System, IBM Big Data Strategy, Introduction to Info sphere Big Insights and Big Sheets.			
<b>RBT Levels: L1,L2</b>			
<b>Module-2: HDFS (Hadoop Distributed File System)</b>			8 Hrs
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>RBT Levels: L2,L3</b>			
<b>Module-3:Map Reduce</b>			8 Hrs
Anatomy of a Map Reduce Job Run, Failures, Job Scheduling, Shuffle and Sort, Task Execution, Map Reduce Types and Formats, Map Reduce Features.			
<b>RBT Levels:L2,L3</b>			
<b>Module-4: Hadoop Eco System</b>			8 Hrs

Introduction to PIG, Execution Modes of Pig, Comparison of Pig with Databases, Grunt, Pig Latin, User Defined Functions, Data Processing operators. Hive: Hive Shell, Hive Services, Hive Metastore, Comparison with Traditional Databases, HiveQL, Tables, Querying Data and User Defined Functions. HBase: HBasics, Concepts, Clients,																
<b>RBT Levels: L3,L4</b>																
<b>Module-5: Data Analytics with R</b>														8 Hrs		
Introduction, Supervised Learning, Unsupervised Learning, Collaborative Filtering. Big Data Analytics with Big R																
<b>RBT Levels: L4,L5</b>																
<b>IV. COURSE OUTCOMES</b>																
<b>CO1</b>		Understand Big Data and its Business Implications														
<b>CO2</b>		Apply the knowledge of Hadoop and Hadoop Eco-System in big data analysis														
<b>CO3</b>		Analyse the big data and provide data visualization and helps in decisions														
<b>CO4</b>		Develop Big Data Solutions using Hadoop Eco System														
<b>CO5</b>		Apply Machine Learning Techniques using R														
<b>V. CO-PO-PSOMAPPING(mark H=3; M=2; L=1)</b>																
<b>PO/P SO</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>							
<b>CO1</b>	1				2	3										
<b>CO2</b>		2	2				2									
<b>CO3</b>				3		3		2								
<b>CO4</b>		2		2			1		2							
<b>CO5</b>	1				2	3										
<b>VI. Assessment Details (CIE &amp; SEE)</b>																
<b>General Rules:</b> Refer appendix section1																
<b>Continuous Internal Evaluation(CIE):</b> Refer appendix section1																
<b>Semester End Examination(SEE):</b> Refer appendix section1																
<b>VII. Learning Resources</b>																
<b>VII(a): Textbooks:</b>																
<b>Sl. No.</b>	<b>Title of the Book</b>					<b>Name of the author</b>			<b>Edition and Year</b>	<b>Name of the publisher</b>						
1.	Hadoop: The Definitive Guide					Tom White			2012.	O'reily Media,						
2.	"Big Data Analytics"					Seema Acharya, SubhasiniChellappan			2015	Wiley						
3.	"Intelligent Data Analysis"					Michael Berthold, David J. Hand			2007	Springer						
<b>VII(b): Reference Books:</b>																
1.	"Big Data and Business Analytics",					Jay Liebowitz,			2013	Auerbach Publications						
<b>VII(c): Web links and Video Lectures (e-Resources):</b>																

- [https://r.search.yahoo.com/\\_ylt=AwrKC2qQjvdij9UV\\_2.7HAX.;\\_ylu=Y29sbwNzZzMEcG9zAZMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660419857/RO=10/RU=https%3a%2f%2fwww.crayondata.com%2fdownload-12-free-ebooks-on-big-](https://r.search.yahoo.com/_ylt=AwrKC2qQjvdij9UV_2.7HAX.;_ylu=Y29sbwNzZzMEcG9zAZMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660419857/RO=10/RU=https%3a%2f%2fwww.crayondata.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>

**VIII: Activity Based Learning / Practical Based Learning/Experiential learning:**

Seminar, assignments, quiz, case studies, mini projects, industry visit, self-study activities, group discussions, etc



### Master of Business Administration (MBA)

<b>Semester:</b>	IV	<b>Course Type:</b>	PEC		
<b>Course Title: WEB ANALYTICS</b>					
<b>Course Code:</b>	23MBAB405	<b>Credits:</b>	3		
<b>Teaching Hours/Week (L: T:P:O)</b> {O – Other pedagogies, mention @}	3:0:0:0		<b>Total Hours:</b>	40	
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50	<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory			<b>Exam Hours:</b>	3
<b>I. Course Objectives:</b>					
<ol style="list-style-type: none"> <li>1. Understand the fundamental concepts and benefits of web analytics.</li> <li>2. Identify key web analytics metrics and their applications in marketing and business decisions.</li> <li>3. Utilize popular web analytics tools and platforms (e.g., Google Analytics).</li> <li>4. Analyze website traffic, user behavior, and conversion funnels.</li> <li>5. Create and interpret data visualizations for effective communication of insights.</li> <li>6. Develop data-driven recommendations to optimize website performance and achieve business goals.</li> </ol>					
<b>II. Teaching-Learning Process (General Instructions):</b>					
Chalk & Talk Method Power Point Presentation Keynotes Activity Based Presentations Assignment Subject Viva Voce Beyond Syllabus					
<b>Pre requisites:</b> Understanding & application of the concept, setting goal & personal commitment					
<b>III. COURSE CONTENT</b>					
<b>Module 1: Introduction to Web Analytics</b>					8 Hrs
Definition, history, and evolution of web analytics. Importance of web analytics in business decision-making. Ethical considerations and data privacy in web analytics.					
<b>RBT Levels: L1, L2, L3 &amp; L4</b>					
<b>Module 2: Web Analytics Frameworks and Data Collection</b>					8 Hrs
Different web analytics models (user acquisition, behavior, conversion). Data collection methods (server logs, web beacons, cookies). Introduction to popular web analytics platforms (Google Analytics).					
<b>RBT Levels: L2, L3, L4 &amp; L5</b>					

<b>Module 3: Key Web Analytics Metrics</b>											8 Hrs				
Traffic acquisition metrics (e.g., sessions, users, sources, channels). User behavior metrics (e.g., page views, bounce rate, time on site). Engagement metrics (e.g., scroll depth, click-through rate, social shares). Conversion metrics (e.g., leads generated, sales completed, sign-ups). Customer Lifetime Value (CLV) and customer segmentation.															
<b>RBT Levels: L1, L2, L3 &amp; L4</b>															
<b>Module 4: Advanced Web Analytics Techniques</b>											8 Hrs				
Data segmentation and analysis for targeted marketing. Conversion funnel analysis and optimization. Attribution modeling and understanding user journey. A/B testing and experimentation for website optimization.															
<b>RBT Levels: L2, L3, L4 &amp; L5</b>															
<b>Module 5: Applications of Web Analytics in Business</b>											8 Hrs				
E-commerce analytics and optimizing online sales. Social media analytics and measuring marketing campaign effectiveness. Content marketing analytics and understanding content performance. Web analytics for SEO and organic search traffic optimization.															
<b>RBT Levels: L2, L3, L4 &amp; L5</b>															
<b>IV. COURSE OUTCOMES</b>															
CO1	Explain the fundamental concepts and benefits of web analytics for data-driven decision making in a business context.														
CO2	Identify and apply key web analytics metrics to measure website traffic, user behavior, and conversion effectiveness.														
CO3	Utilize popular web analytics tools and platforms to collect and analyze website data.														
CO4	Analyze and interpret web analytics data to identify trends, user patterns, and areas for improvement.														
CO5	Develop data-driven recommendations and strategies to optimize website performance and achieve business goals.														
<b>V. CO-PO-PSO MAPPING (mark H=3; M=2; L=1)</b>															
<b>PO/PSO</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>						
CO1	3					3									
CO2		2					3								
CO3				3				2							
CO4			3												
CO5					3				3						
<b>VI. Assessment Details (CIE &amp; SEE)</b>															
<b>General Rules:</b> Refer appendix section1															
<b>Continuous Internal Evaluation(CIE):</b> Refer appendix section1															
<b>Semester End Examination(SEE):</b> Refer appendix section1															
<b>VII. Learning Resources</b>															
<b>VII(a): Textbooks:</b>															
<b>Sl. No.</b>	<b>Title of the Book</b>					<b>Name of the author</b>				<b>Edition and Year</b>		<b>Name of the publisher</b>			
1	Web Analytics: An Hour a Day					Avinash Kaushik				Latest Edition.		Sybex			



2	Digital Marketing Analytics: Making Sense of Data for Marketing Success	Chuck Hemingway, Brian Reichert, and Kristal Bragg	2019	Pearson Education Limited
3	Web Analytics 2.0: The Art of Online Measurement and Optimization	Avinash Kaushik	2019	Wiley
<b>VII(b): Reference Books:</b>				
1	Web Analytics Action Hero: Using Analysis to Gain Insight and Optimize Your Business	Brent Dykes	2011	Adobe
2	Complete Web Monitoring	Alistair Croll and Sean Power	2009	O'Reilly Media, Inc, USA
<b>VII(c): Web links and Video Lectures (e-Resources):</b>				
<ul style="list-style-type: none"> <li>• <a href="https://www.youtube.com/watch?v=VeRu6CVildE">https://www.youtube.com/watch?v=VeRu6CVildE</a></li> <li>• <a href="https://www.youtube.com/watch?v=zEUrfmpHXLg">https://www.youtube.com/watch?v=zEUrfmpHXLg</a></li> <li>• <a href="https://www.udemy.com/topic/web-analytics/">https://www.udemy.com/topic/web-analytics/</a></li> <li>• <a href="https://www.coursera.org/courses?query=web%20analytics">https://www.coursera.org/courses?query=web%20analytics</a></li> </ul>				
<b>VIII: Activity Based Learning / Practical Based Learning/Experiential learning:</b>				
Seminar, assignments, quiz, case studies, mini projects, industry visit, self-study activities, group discussions, etc				



|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)  
**SJB Institute of Technology**

BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060  
Approved by AICTE, New Delhi.

Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi  
Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015  
Recognized by UGC, New Delhi with 2(f) & 12 (B)



### Master of Business Administration (MBA)

<b>Semester:</b>	IV	<b>Course Type:</b>	PEC		
<b>Course Title: BUSINESS STATISTICS &amp; ANALYSIS FOR DECISION MAKING</b>					
<b>Course Code:</b>	23MBAB406	<b>Credits:</b>			3
<b>Teaching Hours/Week (L:T:P:O)</b> {O – Other pedagogies, mention @}		3:0:0:0	<b>Total Hours:</b>	40	
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50	<b>Total Marks:</b>	100
<b>SEE Type:</b>	Theory			<b>Exam Hours:</b>	3Hrs
<b>I. Course Objectives:</b>					
<ul style="list-style-type: none"> <li>To make students understand the importance of statistics for data analytics</li> <li>To equip students with strong theoretical knowledge of statistics and its applicability in data analysis.</li> </ul>					
<b>II. Teaching-Learning Process (General Instructions):</b>					
Interactive Lectures, Real-World Examples, Case Studies, Group Discussions, Guest Speakers, Field Visits, Research Projects, Role-Playing Exercises, Assessment Methods, Feedback Mechanism					
<b>III. COURSE CONTENT</b>					
<b>III(a).Theory PART</b>					
<b>Module-1:Introduction to Statistical Analysis</b>					8 Hrs
Introduction to Statistics – Descriptive and Inferential Statistics- Data Collection and Presentation - Categories of Data Groupings- Exploring Data Analysis - Descriptive Statistics: Measure of Central Tendency, Measure of Dispersion. Sampling and Inference about population- Hypothesis Testing Basics					
<b>RBT Levels: L1, L2</b>					
<b>Module-2:Essential Probability Distributions in Decision Making</b>					8 Hrs
Discrete and Continuous Probability Distributions - Normal Distribution- Chi Square Distribution- Poisson Distribution- F Distribution – Exponential Distribution- T- Distribution- Properties and Applications in Business					
<b>RBT Levels: L1, L2</b>					
<b>Module-3:Analysis of Cross Sectional Data Using Regression</b>					8 Hrs
Introduction to Cross Sectional Data- Analyzing Cross Sectional Data -Introduction to Linear Regression- OLS Estimation- Assumptions of Multi Collinearity, Heteroscedasticity and Auto Correlation in Model Estimation-Statistical Tests for Model Stability- Interpretation of Regression Coefficients- Model Testing- Prediction Accuracy Using Out of the Sample Testing					
<b>RBT Levels:L2, L3</b>					

<b>Module-4:Classification Methods- Multiple Discriminant Analysis and Logistic Regression</b>											8 Hrs				
Discriminant model and analysis: a two-group discriminant analysis, a three-group discriminant analysis, the decision process of discriminant analysis (objective, research design, assumptions, estimation of the model, assessing overall fit of a model, interpretation of the results, validation of the results). Logistic Regression model and analysis: regression with a binary dependent variable, representation of the binary dependent variable, estimating the logistic regression model, assessing the goodness of fit of the estimation model, testing for significance of the coefficients, interpreting the coefficients.															
<b>RBT Levels: L2, L3</b>															
<b>Module-5: Structural Equation Modeling</b>											8 Hrs				
<b>Structural Equation Modeling</b> Concept of structural equation modeling, Confirmatory factor analysis, canonical correlation analysis, conjoint analysis.															
<b>RBT Levels: L3,L4</b>															
<b>IV. COURSE OUTCOMES</b>															
<b>CO1</b>		Understand the various concepts of statistics used in data analysis													
<b>CO2</b>		Evaluate the best fit concept as a solution to problem													
<b>CO3</b>		Execute and solve problems using statistical concepts													
<b>CO4</b>		Understand the various concepts of Structural Equation Modeling used in data analysis.													
<b>V. CO-PO-PSOMAPPING(mark H=3; M=2; L=1)</b>															
<b>PO/PSO</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>						
<b>CO1</b>	1				2	3									
<b>CO2</b>		2	2				2								
<b>CO3</b>				3		3		2							
<b>CO4</b>		2		2			1		2						
<b>VI. Assessment Details (CIE &amp; SEE)</b>															
<b>General Rules:</b> Refer appendix section1															
<b>Continuous Internal Evaluation(CIE):</b> Refer appendix section1															
<b>Semester End Examination(SEE):</b> Refer appendix section1															
<b>VII. Learning Resources</b>															
<b>VII(a): Textbooks:</b>															
<b>Sl. No.</b>	<b>Title of the Book</b>					<b>Name of the author</b>				<b>Edition and Year</b>		<b>Name of the publisher</b>			
1.	Research methods for business and social science					Adams, J., Khan, H. T., & Raeside, R				2014		SAGE Publications			
2.	Multivariate statistical methods: A first course					Marcoulides, G. A., & Hershberger, S. L.				2014		Psychology Press			
3.	An introduction to statistical methods and data analysis					Ott, R. L., & Longnecker, M. T				2015		Cengage Learning			

<b>VII(b): Reference Books:</b>				
1.	Advanced and multivariate statistical methods: Practical application and interpretation	Mertler, C. A., & Reinhart, R. V	2016	Routledge.
<b>VII(c): Web links and Video Lectures (e-Resources):</b>				
<ul style="list-style-type: none"> <li>• <a href="https://online.hbs.edu/blog/post/statistical-analysis-methods">https://online.hbs.edu/blog/post/statistical-analysis-methods</a></li> <li>• <a href="https://www.iitk.ac.in/scdmc/data/IME/IME692A_FCH.pdf">https://www.iitk.ac.in/scdmc/data/IME/IME692A_FCH.pdf</a></li> <li>• <a href="https://www.youtube.com/watch?v=Ya1oncE4SjQ&amp;list=PLPgKBibhNh70Vb4w-1s4-6lZQx_IKk0bW">https://www.youtube.com/watch?v=Ya1oncE4SjQ&amp;list=PLPgKBibhNh70Vb4w-1s4-6lZQx_IKk0bW</a></li> <li>• <a href="https://www.youtube.com/playlist?list=PLPgKBibhNh70Vb4w-1s4-6lZQx_IKk0bW">https://www.youtube.com/playlist?list=PLPgKBibhNh70Vb4w-1s4-6lZQx_IKk0bW</a></li> </ul>				
<b>VIII: Activity Based Learning / Practical Based Learning/Experiential learning:</b>				
Seminar, assignments, quiz, case studies, mini projects, industry visit, self-study activities, group discussions, etc				



|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)  
**SJB Institute of Technology**

BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060

Approved by AICTE, New Delhi.

Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi

Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015

Recognized by UGC, New Delhi with 2(f) & 12 (B)



**Master of Business Administration (MBA)**

<b>Semester:</b>	IV	<b>Course Type:</b>	AEC
<b>Course Title: SPSS( STATISTICAL PACKAGE FOR SOCIAL SCIENCES)</b>			
<b>Course Code:</b>	23MBAA408	<b>Credits:</b>	2
<b>Teaching Hours/Week (L: T:P:O)</b> {O – Other pedagogies, mention @}	0:0:4:0	<b>Total Hours:</b>	40
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50
<b>SEE Type:</b>	Theory		<b>Exam Hours:</b> 3
<b>I. Course Objectives:</b>			
<ul style="list-style-type: none"> <li><input type="checkbox"/> Understand SPSS interface, data import, management, and basic descriptive statistics.</li> <li><input type="checkbox"/> Learn statistical analysis, hypothesis testing, correlation, regression, and non-parametric tests.</li> <li><input type="checkbox"/> Apply multivariate analysis, logistic regression, time series, and advanced visualization techniques.</li> <li><input type="checkbox"/> Customize SPSS settings, automate tasks with syntax and macros, and integrate Python scripting.</li> <li><input type="checkbox"/> Execute hands-on exercises, analyze real-world case studies, troubleshoot issues, and present projects.</li> </ul>			
<b>II. Teaching-Learning Process (General Instructions):</b>			
<p>Mention the planned/proposed sample Strategies, which teachers can use to accelerate the attainment of the various course outcomes.</p> <p>Chalk &amp; Talk Method Power Point Presentation Keynotes Activity Based Presentations Assignment Subject Viva Voce Beyond Syllabus</p>			
<b>Pre requisites:</b>			
Understanding & application of the concept, setting goal & personal commitment			
<b>III. COURSE CONTENT</b>			
<b>Module 1: Introduction to SPSS</b>			08 Hrs
Overview of SPSS and its applications Introduction to the SPSS interface Importing different types of data files Variable types and properties in SPSS Managing and organizing data within SPSS Basic descriptive statistics and data manipulation techniques			
<b>Textbook: Textbook 1, Chapters: 1 to 3 , Chapters: 1 Sections 1.1, 1.2 Chapters: 2 Sections 2.1 to 2.2 Chapters: 3 Sections 3.1 to 3.2</b>			
<b>RBT Levels: L1,</b>			

<b>Module 2: Data Analysis in SPSS</b>							08 Hrs			
Introduction to statistical analysis in SPSS Understanding measures of central tendency and variability Performing hypothesis testing (t-tests, ANOVA) in SPSS Correlation and regression analysis Non-parametric tests in SPSS Interpreting and presenting results from analysis										
<b>Textbook: Textbook 2, Chapters: 4 to 8 , Chapters: 4 Sections 4.1, 4.2 Chapters: 5 Sections 5.1 to 5.2</b>										
<b>RBT Levels: L2</b>										
<b>Module 3: Advanced Data Analysis in SPSS</b>							08 Hrs			
Multivariate analysis techniques (MANOVA, factor analysis, cluster analysis) Logistic regression and survival analysis in SPSS Time series analysis Advanced data visualization techniques in SPSS Handling missing data and outliers Interpretation and reporting of advanced analysis results										
<b>Textbook: Textbook 3, Chapters: 11 to 13 , Chapters: 11 Sections 11.1, 11.2 Chapters: 2 Sections 12.1 to 12.2 Chapters: 13 Sections 13.1 to 13.2</b>										
<b>RBT Levels: L1,</b>										
<b>Module 4: Customizing and Automating Analysis in SPSS</b>							08 Hrs			
Customizing SPSS settings and preferences Creating and using syntax files for automated analysis Using SPSS macros for repetitive tasks Introduction to SPSS scripting language (Python integration) Customizing output and reports in SPSS Best practices for efficient analysis workflow										
<b>Textbook: Textbook 3, Chapters: 12 to 14 , Chapters: 12 Sections 12.1, 12.2 Chapters: 13 Sections 13.1 to 13.2 Chapters: 14 Sections 14.1 to 14.2</b>										
<b>RBT Levels: L2,</b>										
<b>Module 5: Practical Applications and Case Studies</b>							08 Hrs			
Hands-on exercises using real-world datasets Case studies showcasing SPSS applications in various fields (e.g., healthcare, marketing, social sciences) Collaborative analysis projects in SPSS Troubleshooting common issues and errors in SPSS analysis Ethical considerations in data analysis and reporting Final project presentation and discussion										
<b>Textbook: Textbook 3, Chapters: 17 and 18 , Chapters: 17 Sections 17.1, 17.2 Chapters: 18 Sections 18.1 to 18.2</b>										
<b>RBT Levels: L2, L3, L4 &amp; L5</b>										
<b>IV. COURSE OUTCOMES</b>										
<b>CO1</b>	Navigate SPSS, manage data, and perform basic descriptive statistics.									
<b>CO2</b>	Conduct statistical analyses, interpret results, and present findings clearly.									
<b>CO3</b>	Perform advanced statistical techniques and handle complex data issues.									
<b>CO4</b>	Customize and automate SPSS workflows, and enhance functionality with Python.									
<b>CO5</b>	Apply SPSS to real-world data, troubleshoot, and present analysis effectively.									
<b>V. CO-PO-PSO MAPPING (mark H=3; M=2; L=1)</b>										
<b>PO/PSO</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	
CO1		2	1					1		
CO2		3		2	1			1		
CO3	1	3		2				1		
CO4		1					1			

CO5		2		2			1		
-----	--	---	--	---	--	--	---	--	--

## VI. Assessment Details (CIE & SEE)

**General Rules:** Refer appendix section1

**Continuous Internal Evaluation(CIE):** Refer appendix section1

**Semester End Examination(SEE):** Refer appendix section1

## VII. Learning Resources

### VII(a): Textbooks:

Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
1	SPSS for Introductory and Intermediate Statistics: SPSS for Introductory Statistics: Use and Interpretation	George A. Morgan, Nancy L. Leech, and Gene W. Gloeckner	6th Edition 2019	Routledge
2	Statistics for People Who (Think They) Hate Statistics	Neil J. Salkind	7th Edition 2017	SAGE Publications, Inc
3	SPSS Statistics for Dummies	Keith McCormick, Jesus Salcedo, Aaron Poh, and Andy Kriebel	4th Edition 2016	Wiley

### VII(b): Reference Books:

1	Discovering Statistics Using IBM SPSS Statistics	Andy Field, Jeremy Miles, and Zoe Field	5th Edition 2017	SAGE Publications Ltd
2	A Step-by-Step Approach to Using SAS for Univariate and Multivariate Statistics	Norm O'Rourke, Larry Hatcher, and Edward J. Stepanski	2nd Edition 2013	SAS Institute

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

1. Overview of SPSS and its Interface
  - [IBM SPSS Statistics - Navigating the Interface] (<https://www.ibm.com/docs/en/spss-statistics/28.0.0?topic=overview-navigating-spss-statistics>)
2. Importing and Managing Data in SPSS
  - [IBM SPSS Statistics - Importing Data] (<https://www.ibm.com/docs/en/spss-statistics/28.0.0?topic=data-importing>)
  - [IBM SPSS Statistics - Managing Data] (<https://www.ibm.com/docs/en/spss-statistics/28.0.0?topic=management-data>)
3. Performing Descriptive and Inferential Statistics in SPSS
  - [IBM SPSS Statistics - Descriptive Statistics] (<https://www.ibm.com/docs/en/spss-statistics/28.0.0?topic=descriptives-descriptive-statistics>)
  - [IBM SPSS Statistics - Hypothesis Testing] (<https://www.ibm.com/docs/en/spss-statistics/28.0.0?topic=tests-hypothesis>)
4. Advanced Analysis and Customization in SPSS
  - [IBM SPSS Statistics - Advanced Statistical Analysis] (<https://www.ibm.com/docs/en/spss-statistics/28.0.0?topic=analyses-statistical>)
  - [IBM SPSS Statistics - Customizing Output] (<https://www.ibm.com/docs/en/spss-statistics/28.0.0?topic=output-customizing>)

**VIII: Activity Based Learning / Practical Based Learning/Experiential learning:**

**Activity 1:** Real-World Data Import and Descriptive Analysis

**Objective:** Students will import a real-world dataset into SPSS and perform basic descriptive statistics to summarize the data.

**Activity 2:** Hypothesis Testing and Regression Analysis with Real-World Data

**Objective:** Students will perform hypothesis testing and regression analysis on a real-world dataset to test specific research questions.



|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)  
**SJB Institute of Technology**  
BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060  
Approved by AICTE, New Delhi.  
Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi  
Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015  
Recognized by UGC, New Delhi with 2(f) & 12 (B)  
**Master of Business Administration (MBA)**



<b>Semester:</b>	IV	<b>Course Type:</b>	AEC
------------------	----	---------------------	-----



<b>Course Title: SOFT SKILLS FOR EMPLOYABILITY-IV</b>					
<b>Course Code:</b>	23MBAA410		<b>Credits:</b>	1	
<b>Teaching Hours/Week (L: T: P: O)</b> {O – Other pedagogies, mention @}			0:0:2:0	<b>Total Hours:</b>	30
<b>CIE Marks:</b>	50	<b>SEE Marks:</b>	50	<b>Total Marks:</b>	50
<b>SEE Type:</b>	Theory			<b>Exam Hours:</b>	02
<b>I. Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• Students will develop a clear understanding of their personal and professional attributes and how these align with potential career paths. To acquire skills to prioritize tasks and activities effectively based on their importance and urgency.</li> <li>• Foster the ability to think critically and analytically to evaluate information and arguments presented in group discussions..</li> <li>• Teach students effective strategies for preparing for job interviews, including researching the company, understanding job requirements, and tailoring their responses.</li> <li>• Help students build confidence and reduce nervousness during job interviews through practice and feedback.</li> </ul>					
<b>II. Teaching-Learning Process (General Instructions):</b>					
The following are some of the strategies that teachers can employ to facilitate the achievement of various course outcomes:					
<b>Diverse Teaching Methods:</b> Instead of relying solely on traditional lecture methods, can explore alternative and effective teaching approaches. These might include interactive discussions, hands-on activities, or multimedia presentations.					
<b>Visual Aids:</b> Utilize videos and animations to elucidate complex concepts. Visual representations enhance understanding and engagement among students.					
<b>Collaborative Learning:</b> Encourage group learning within the classroom. Collaborative activities foster teamwork, communication, and a deeper grasp of subject matter.					
<b>Higher Order Thinking (HOT) Questions:</b> Pose at least three thought-provoking questions during class. These questions stimulate critical thinking and encourage students to analyze and evaluate information.					
<b>Problem-Based Learning (PBL):</b> Implement PBL, which nurtures analytical skills. PBL goes beyond rote memorization by challenging students to design solutions, evaluate evidence, and think critically.					
<b>Multiple Representations:</b> Introduce topics using various representations. Visuals, diagrams, and real-world examples cater to diverse learning styles.					
<b>Creative Problem Solving:</b> Present different approaches to solving the same problem. Encourage students to think outside the box and devise their own innovative solutions.					
<b>Real-World Application:</b> Discuss how each concept relates to practical scenarios. Connecting theoretical knowledge to real-world contexts enhances students' comprehension and retention.					
☐ Chalk & Talk ☐ Stud. Assignment ☐ Web Resources ☐ LCD/Smart Boards ☐ Stud. Seminars					
<b>III. COURSE CONTENT</b>					
<b>Module-1: Career Planning and Development</b>					6Hrs
Resume building and job search strategies, Interview preparations and techniques, personal branding and online presence, Lifelong learning and professional development.					
<b>Text book :</b> Text Book 1					
<b>Prerequisites:</b> (Self learning): Planning and Career path thinking					
<b>Module-2: Introduction to group discussions and Guidelines for effective group</b>					6Hrs

<b>discussions.</b>									
Purpose and importance of GDs in MBA programs, Key skills developed through GDs: communication, leadership, teamwork, problem-solving, and critical thinking, GD formats: structured, unstructured, and semi-structured. Structuring arguments and presenting ideas logically, Managing time effectively during the discussion, Handling conflicts and differing opinions and Summarizing key points and reaching consensus. Text book : Text book 2									
<b>Prerequisites:</b> Communication and deliberating Skills									
<b>Module-3:Introduction and Preparation of Mock interviews</b>									6Hrs
Purpose and benefits of mock interviews, Types of interviews: behavioural, technical, case, panel, and stress interviews, understanding job descriptions and required skills, Preparing and structuring a resume and cover letter, developing answers using STAR method, Dress code and Professional etiquette, Closing the interview. <b>Textbook: Text book 3</b>									
<b>Prerequisites:</b> Basic interview Ideas									
<b>Module-4:Professional Etiquette, Ethical behaviour and integrity</b>									6Hrs
Business manners and professional behaviour, Dressing for success, Effective meetings and Work place Etiquettes. Understanding ethical dilemmas, developing personal code of ethics and corporate social responsibility. <b>Textbook: Text book 4</b>									
Prerequisites: Ethics and Basic etiquettes									
<b>Module-5: Case study and its Structure</b>									6Hrs
Introduction to case studies, Core areas an topics, Case study Structure. Case studies on: Strategic management, Marketing, Finance, Operations management, Human resource department, Entrepreneurship. <b>Prerequisites:</b> To effectively engaged in case study Analysis									
<b>IV. COURSE OUTCOMES</b>									
<b>CO1</b>	Students will be able to explore various career paths and industries, set realistic and achievable career goals, and develop a strategic career plan.								
<b>CO2</b>	Students will be able to work collaboratively with others, contributing to group tasks and achieving common goals.								
<b>CO3</b>	Articulate their personal brand and unique value proposition effectively during interviews								
<b>CO4</b>	Understand the importance of professional etiquette and its impact on career success.								
<b>CO5</b>	Apply relevant business theories and concepts to real-world scenarios depicted in case studies.								
<b>V. CO-PO-PSO MAPPING (mark H=3; M=2; L=1)</b>									
PO/PSO	1	2	3	4	5	PSO1	PSO 2	PSO3	PSO 4
CO1									2
CO2			2	2	2				
CO3									2
CO4	1			2					
CO5	2	2		2			2		
<b>VI. Assessment Details (CIE &amp; SEE)</b>									
<b>General Rules:</b> Refer appendix section1									
<b>Continuous Internal Evaluation(CIE):</b> Refer appendix section1									

<b>Semester End Examination(SEE):</b> Refer appendix section I				
<b>VII. Learning Resources</b>				
<b>VII(a): Textbooks:</b>				
<b>Sl. No.</b>	<b>Title of the Book</b>	<b>Name of the author</b>	<b>Edition and Year</b>	<b>Name of the publisher</b>
1	Mindset: The New Psychology of Success"	Carol S. Dweck	2006	Ballentine Books
2	"Group Dynamics for Teams"	Daneil Levi	2015	SAGE publications
3	"Knock 'em Dead Job Interview: How to Turn Job Interviews into Job Offers"	Martin Yate	2012	Fw Media
3	"Developing the Leader Within You"	John C. Maxwell	1993	Nelson Business
4	Gestures and Body Language	Aparnamajumdar	2017	V& S Publisher
<b>VII(b): Reference Books:</b>				
1	Gestures and Body Language	Aparnamajumdar	2017	V& S Publisher
2	Sweaty Palms: The Neglected Art of Being Interviewed"	H. Anthony Medley	2005	Ten Speed pr
<b>VII(c): Web links and Video Lectures (e-Resources):</b>				
<ul style="list-style-type: none"> <li>• <a href="https://www.youtube.com/watch?v=87_saCYFw6s&amp;pp=ygUgQ2FycmVyIFBsYW5uaW5nIGFuZCBkZXZlbG9wbWVudCA%3D">https://www.youtube.com/watch?v=87_saCYFw6s&amp;pp=ygUgQ2FycmVyIFBsYW5uaW5nIGFuZCBkZXZlbG9wbWVudCA%3D</a></li> <li>• <a href="https://www.youtube.com/watch?v=3w32jIsRlsw&amp;pp=ygUZr3JvdXAgZGlzY3Vzc2lvdnMgZm9yIE1CQQ%3D%3D">https://www.youtube.com/watch?v=3w32jIsRlsw&amp;pp=ygUZr3JvdXAgZGlzY3Vzc2lvdnMgZm9yIE1CQQ%3D%3D</a></li> <li>• <a href="https://www.youtube.com/watch?v=PuMX30xZktE&amp;pp=ygUWcHJvZmVzc2lvdnMgZm9yIE1CQQ%3D%3D">https://www.youtube.com/watch?v=PuMX30xZktE&amp;pp=ygUWcHJvZmVzc2lvdnMgZm9yIE1CQQ%3D%3D</a></li> </ul>				
<b>VIII: Activity Based Learning / Practical Based Learning/Experiential learning:</b>				
Assignments, Quizzes and Seminar, group discussions etc.				



**CIE & SEE Evaluation strategy for MBA Autonomous Scheme 2023(Modified date: 02-04-2024)**

Sl No	Course Type /Credits	Continuous Internal Evaluation (CIE)										Semester End Examination (SEE)					Total Marks (CIE+SEE)	Passing Standard
		Total CIE marks	Min. Eligty.	A. Unit test					B. Formative Assessments		Total CIE marks	Dur. In hrs.	Max. cond. marks	Max. considered marks	min. pass %	Total SEE marks		
				Marks	Min. Eligty.	Nos.	Marks/ Each	Tot. Marks	Nos.	Marks/ Each								
1	PCC/PEC (3/4 Credit courses)	50	50%	50	50%	2	50	50 (avg. of 2)	1	50	50 {(A+B) scaled down to 50}	03	100	50	40%	50	100	50%
2	AEC (1/2 Credit course)	50	50%	50	50%	2	50	50 (avg. of 2)	1	50	50 {(A+B) scaled down to 50}	03	50	50	40%	50	100	50%
3	Non credit Mandatory Course	50	50%	--	--	--	--	--	1	50	50	0	--	--	--	0	0	

**Formative Assessments:** Assignments, Quiz, Presentation, Seminar, oral examination, field work, report presentation/course project etc., based on the faculty & dept. planning conducted in this course. Course instructors can choose a few of the above based on the subject relevance and should maintain necessary supporting documents for the same.

**AEC (Ability Enhancement Course):** Skill Development courses and Soft Skill for Employability-Rubrics & Methodology shall be defined separately

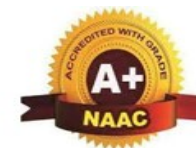
**SLC (Self Learning Courses) :** Rubrics & Methodology shall be defined separately

**NMC (Non Credit Mandatory Course):** Societal Project: Rubrics & Methodology shall be defined separately

**PRJ (Project)/INT (Internship):** The student shall undergo mandatory Project Work/Internship independently as per the Scheme of Teaching and Examination under the guidance of one of the faculty members of the Department. Rubrics & Methodology shall be defined separately



|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)  
**SJB Institute of Technology**  
BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060  
Approved by AICTE, New Delhi.  
Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi  
Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015  
Recognized by UGC, New Delhi with 2(f) & 12 (B)



**CIE and SEE guidelines based on course Type for MBA Autonomous Scheme 2023 (Modified date: 27-03-2024)**

- The CIE conduction coordination will be done by the office of Controller of Examination (COE).
- The SEE will be conducted by the office of Controller of Examination (COE).

Continuous Internal Evaluation (CIE)	Semester End Examination (SEE)	Final Passing requirement
<b>1. PCC/PEC – Theory Course (03 &amp; 04 Credit courses)</b>		
The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%.		
The minimum passing mark for the CIE is 50% of the maximum marks (25 marks out of 50). <b>Continuous Internal Evaluation:</b> CIE will be conducted by the department and it will have the following components: A. Internal Assessment Test B. Formative assessments  <b>A. Internal Assessment Test:</b> <ul style="list-style-type: none"><li>• There are 02 tests each of 50 marks, conducted during 7<sup>th</sup> week &amp; 14<sup>th</sup> week, respectively.</li></ul>	The minimum passing mark for SEE is 40% of the maximum marks (20 out of 50 marks). <b>Semester-End Examination:</b> Duration of 03 hours and total marks of 100. <ul style="list-style-type: none"><li>• The question paper will have 10 questions. Each question is set for 20 marks.</li><li>• The student will have module based choice to answer any five full questions.</li><li>• Marks scored shall be proportionally reduced to 50 marks.</li></ul>	The student is declared as a pass in the course if he/she secures a minimum of 50%(50 marks out of 100) in the sum total of the CIE and SEE taken together.

<ul style="list-style-type: none"> <li>• The question paper will have five questions (max of 3 sub questions) in Part A, from the notified syllabus. Each question is set for 20 marks. The student will have module based choice to answer any two full questions.</li> <li>• Part B is a compulsory case study analysis for 10 marks</li> <li>• Internal Assessment Test question paper shall be designed to attain the different levels of Bloom's taxonomy as per the outcome defined for the course.</li> </ul> <p><b>B. Formative assessments:</b></p> <ul style="list-style-type: none"> <li>• 01 formative assessment of 50 marks shall be conducted by the course coordinator based on the dept. planning during random times.</li> <li>• Formative assessment shall be completed before 10<sup>th</sup> week.</li> <li>• The syllabus content for the formative assessment shall be defined by the course coordinator.</li> <li>• The formative assessments include Assignments/ Quiz/ seminars/case study/field survey/ report presentation/ course project/etc.</li> <li>• The assignment QP or Quiz QP shall indicate marks of each question and the relevant COs &amp; RBT levels.</li> <li>• The rubrics required for the other formal assessments shall be defined by the departments along with mapping of relevant COs &amp;POs.</li> </ul> <p><b>The final CIE marks will be 50:</b> Total of Average of 2 tests and 1 Formative assessment scaled down to 50 marks</p> <p><b>The documents of all the assessments shall be maintained meticulously.</b></p>		
---	--	--

**2. AEC: Ability Enhancement Courses (01/02 credit courses)**

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%.

The minimum passing mark for the CIE is 50% of the maximum marks (25	The minimum passing mark for SEE is	The student is declared
--	-------------------------------------	-------------------------

<p>marks out of 50).</p> <p><b>Continuous Internal Evaluation:</b> CIE will be conducted by the department and it will have the following components:</p> <p>A. Internal Assessment Test B. Formative assessments</p> <p><b>A. Internal Assessment Test:</b></p> <ul style="list-style-type: none"> <li>• There are 02 tests each of 50 marks, conducted during 7<sup>th</sup> week &amp; 14<sup>th</sup> week, respectively.</li> <li>• The question paper will be of Multiple-Choice Questions (MCQ).</li> <li>• The student has to answer all questions.</li> <li>• Internal Assessment Test question paper shall be designed to attain the different levels of Bloom's taxonomy as per the outcome defined for the course</li> </ul> <p><b>B. Formative assessments:</b></p> <ul style="list-style-type: none"> <li>• 01 formative assessment of 50 marks shall be conducted by the Course coordinator based on the dept. planning before 10<sup>th</sup> week.</li> <li>• The formative assessments include Assignments/seminars/case study/field survey/ report presentation/course project/etc.</li> <li>• The assignment QP shall indicate marks of each question and the relevant COs &amp; RBT levels.</li> <li>• The rubrics required for the other formal assessments shall be defined by the departments along with mapping of relevant COs &amp; POs.</li> <li>•</li> </ul> <p><b>The final CIE marks will be 50:</b> Total of Average of 2 tests and 1 Formative assessment scaled down to 50 marks</p> <p><b>The documents of all the assessments shall be maintained meticulously.</b></p>	<p>40% of the maximum marks (20 out of 50 marks).</p> <p><b>Semester-End Examination:</b> Theory SEE will be conducted by COE as per the scheduled timetable for duration of 02 hours and total marks of 50.</p> <ul style="list-style-type: none"> <li>• Multiple choice Question paper.</li> <li>• The students have to answer all questions.</li> </ul>	<p>as a pass in the course if he/she secures a minimum of 50%(50 marks out of 100) in the sum total of the CIE and SEE taken together.</p>
---	--	--

**3. SLC: (01 credit course)**

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%.

<p>The minimum passing mark for the CIE is 50% of the maximum marks (25 marks out of 50).</p> <p><b>Continuous Internal Evaluation:</b> CIE will be conducted by the department and it will have the following components:</p> <p>A. Internal Assessment Test (Not required for NPTEL/SWAYAM Courses)</p> <p>B. Formative assessments</p> <p><b>B. Formative assessments:</b></p> <ul style="list-style-type: none"> <li>8/12 Weekly assignment reviews shall be done by Mentors. Guidelines shall be published by the institute time to time.</li> </ul> <p><b>The final CIE marks will be 50:</b> Average of all week's assignments</p> <p><b>The documents of all the assessments shall be maintained meticulously.</b></p>	<p>The minimum passing mark for SEE is 40% of the maximum marks (20 out of 50 marks).</p> <p><b>Semester-End Examination:</b></p> <ul style="list-style-type: none"> <li>SEE marks shall be considered based on successful certification and Percentage of marks obtained.</li> </ul>	<p>The student is declared as a pass in the course if he/she secures a minimum of 50% (50 marks out of 100) in the sum total of the CIE and SEE taken together.</p>
--	---	---

**4. NCMC: (0 credit course)**

<p>The weightage is only for Continuous Internal Evaluation (CIE).</p>		
<p>The minimum passing mark for the CIE is 50% of the maximum marks (25 marks out of 50).</p> <p><b>Continuous Internal Evaluation:</b> CIE will be conducted by the department and it will have the following components:</p> <p>A. Internal Assessment Test (not required for NCMC course).</p> <p>B. Formative assessments</p> <p><b>B. Formative assessment:</b></p>	<ul style="list-style-type: none"> <li>No Semester End Examination.</li> </ul>	<p>The student is declared as a pass in the course if he/she secures a minimum of 50%(25 marks out of 50) in the CIE.</p>



- 01 Formative assessment of 50 marks shall be conducted by the faculty based on the dept. planning during random times.
- The formative assessments include Quiz/Assignments/seminars/case study/field survey/ report presentation/course project/Viva Voce etc.
- The assignment QP shall indicate marks of each question and the relevant COs & RBT levels.
- The rubrics required for the other formal assessments shall be defined by the departments along with mapping of relevant COs &POs.

**The final CIE marks will be 50**

**The documents of all the assessments shall be maintained meticulously.**

--	--



|| Jai Sri Gurudev ||  
Sri Adichunchanagiri Shikshana Trust (R)  
**SJB Institute of Technology**

BGS Health and Education City, Dr. Vishnuvardhana Road, Kengeri, Bengaluru-560060  
Approved by AICTE, New Delhi.

Autonomous Institute affiliated to Visvesvaraya Technological University, Belagavi

Accredited by NAAC with 'A+' grade, Certified by ISO 9001 - 2015

Recognized by UGC, New Delhi with 2(f) & 12 (B)



### **Program Outcomes (POs) – Post-Graduate Attributes**

#### **MBA Graduates will be able to:**

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



||Jain SriGurudev||

SriAdichunchanagiriShikshanaTrust

**SJB** Institute  
of Technology

BGS Health and Education

City,Dr.VishnuvardhanRoad,Keng  
eri,Bengaluru- 560060.

Tel:080-28612445/6,65901709,

Fax:080 – 2861 2651



Approved by AICTE, New Delhi



Affiliated to Visvesvaraya technological  
University, Belagavi



Accredited by NBA



Accredited by NAAC A+



Recognized by UGC, New Delhi with 2(f) and  
12(B)



Certified by ISO 9001 – 2015



Brand Performer: Atal Ranking

ARIIA



an@sjbit.edu.in



www.sjbit.edu.in