



॥ 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
2025

III & IV Semester



SERVICE TO MANKIND IS SERVICE TO GOD

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 OF TEACHING & EXAMINATION (STE) - PG - MBA 2nd year

SCHEME:2025

SEM: III (Core Specialisation)

16.07.2025

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
										Lecture	Tutorial	Practical	SAAE		Dur.	Th. Mrks	Lab. Mrks.	
1	PCC	13	25MBAC301	25MBAC301	25MBAC301	25MBAC301	MBA	MBA	4	4	0	0	1	50	03	50	-	100
2	PCC	14	25MBAC302	25MBAC302	25MBAC302	25MBAC302			4	4	0	0	1	50	03	50		100
3	PEC	1	25MBAM303	25MBAF303	25MBAH303	25MBAB303			4	4	0	0	1	50	03	50	-	100
4	PEC	2	25MBAM304	25MBAF304	25MBAH304	25MBAB304			4	4	0	0	1	50	03	50	-	100
5	PEC	3	25MBAM305	25MBAF305	25MBAH305	25MBAB305			4	4	0	0	1	50	03	50	-	100
6	PEC	4	25MBAM306	25MBAF306	25MBAH306	25MBAB306			4	4	0	0	1	50	03	50		100
7	INT	1	INTERNSHIP (25MBAI307)						4	0	0	8	0	50			50	100
Total									28	24	0	8	6	350	18	300	50	700

PCC: Professional Core Course, PEC: Professional Elective Course, Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload, 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. SAAE Compulsorily . 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.

SAAE: Students Academic Activity Engagement Hours - Self Learning, Project Based Learning, Activity Based Learning, Peer Learning etc., - Compulsorily Min Hours to be adopted per week by the faculty is mentioned. More number of hours may be planned by the faculty. Holistic Planning shall be done by the HOD at the class level for effective and productive outcome. However, allocation of these hours in the timetable is not required.

**SCHEME:2025**

SEM: III (Dual Specialisation)

16.07.2025

PCC: Professional Core Course, PEC: Professional Elective Course, SLC: Self Learning Course. 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. SAAE Compulsorily . 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.

SAAE: Students Academic Activity Engagement Hours - Self Learning, Project Based Learning, Activity Based Learning, Peer Learning etc., - Compulsory Min Hours to be adopted per week by the faculty is mentioned. More number of hours may be planned by the faculty. Holistic Planning shall be done by the HOD at the class level for effective and productive outcome. However, allocation of these hours in the timetable is not required.



AUTONOMOUS SCHEME OF TEACHING & EXAMINATION (STE) - PG - MBA 2nd year

SCHEME:2025

SEM: III

16.07.2025

Core Courses										
Subject Code				Title of the Subject						
25MBAC301				Research Methodology and IPR						
25MBAC302				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
25MBAM303	Consumer Behaviour		25MBAF303	Tax Management		25MBAH303	Talent Acquisition		25MBAB303	Introduction to Python data and Control System
25MBAM304	Services Marketing		25MBAF304	Investment Analysis and Portfolio Management		25MBAH304	Industrial Relation and Legislation		25MBAB304	Data Visualization
25MBAM305	Sales and Retail Management		25MBAF305	Investment Banking and Financial Services		25MBAH305	Compensation Management and Reward System		25MBAB305	Business Analytics and Intelligence
25MBAM306	Business Marketing		25MBAF306	Advanced Financial Management		25MBAH306	Leadership and Organization Development		25MBAB306	Predictive Analytics
25MBAI307	INTERNSHIP		25MBAI307	INTERNSHIP		25MBAI307	INTERNSHIP		25MBAI307	INTERNSHIP



AUTONOMOUS SCHEME OF TEACHING & EXAMINATION (STE) - PG - MBA 2nd year

SCHEME:2025

SEM: IV (Core Specialisation)

16.07.2025

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
										Lecture	Tutorial	Practical	SAAE		Dur.	Th. Mrks	Lab. Mrks.	
1	PCC	15	25MBAC401	25MBAC401	25MBAC401	25MBAC401	MBA	MBA	3	3	0	0	1	50	03	50	-	100
2	PCC	16	25MBAC402	25MBAC402	25MBAC402	25MBAC402			3	3	0	0	1	50	03	50	-	100
3	PEC	5	25MBAM403	25MBAF403	25MBAH403	25MBAB403			3	3	0	0	1	50	03	50	-	100
4	PEC	6	25MBAM404	25MBAF404	25MBAH404	25MBAB404			3	3	0	0	1	50	03	50	-	100
5	PEC	7	25MBAM405	25MBAF405	25MBAH405	25MBAB405			3	3	0	0	1	50	03	50	-	100
6	PEC	8	25MBAM406	25MBAF406	25MBAH406	25MBAB406			3	3	0	0	1	50	03	50	-	100
7	PRJ	1	Project Work (25MBAP407)						6	0	0	12	-	50	-	-	50	100
8	SLC	1	Self Learning Course (25MBAS4XX)						0	0	0	0	3	50	03	50	-	100
Total									24	18	0	16	9	400	21	350	50	800

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. 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. SAAE Compulsorily.

SAAE: Students Academic Activity Engagement Hours - Self Learning, Project Based Learning, Activity Based Learning, Peer Learning etc., - Compulsory Min Hours to be adopted per week by the faculty is mentioned. More number of hours may be planned by the faculty. Holistic Planning shall be done by the HOD at the class level for effective and productive outcome. However, allocation of these hours in the timetable is not required.



AUTONOMOUS SCHEME OF TEACHING & EXAMINATION (STE) - PG - MBA 2nd year

SCHEME:2025

SEM: IV (Dual Specialisation)

16.07.2025

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	15	25MBAC401	25MBAC401	25MBAC401	25MBAC401	25MBAC401	25MBAC401	MBA	MBA	3	3	0	0	1	50	03	50	-	100
2	PCC	16	25MBAC402	25MBAC402	25MBAC402	25MBAC402	25MBAC402	25MBAC402			3	3	0	0	1	50	03	50	-	100
3	PEC	5	25MBAM403	25MBAF403	25MBAH403	25MBAM403	25MBAF403	25MBAH403			3	3	0	0	1	50	03	50	-	100
4	PEC	6	25MBAM404	25MBAF404	25MBAH404	25MBAM404	25MBAF404	25MBAH404			3	3	0	0	1	50	03	50	-	100
5	PEC	7	25MBAF403	25MBAH403	25MBAM403	25MBAB403	25MBAB403	25MBAB403			3	3	0	0	1	50	03	50	-	100
6	PEC	8	25MBAF404	25MBAH404	25MBAM404	25MBAB404	25MBAB404	25MBAB404			3	3	0	0	1	50	03	50	-	100
7	PRJ	1	Project Work (25MBAP407)								6	0	0	12	0	50	-	-	50	100
8	SLC	1	Self Learning Course (25MBAS4XX)								0	0	0	0	3	50	03	50	-	100
Total											24	18	0	12	9	400	21	350	50	800

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. 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. SAAE Compulsorily.

SAAE: Students Academic Activity Engagement Hours - Self Learning, Project Based Learning, Activity Based Learning, Peer Learning etc., - Compulsory Min Hours to be adopted per week by the faculty is mentioned. More number of hours may be planned by the faculty. Holistic Planning shall be done by the HOD at the class level for effective and productive outcome. However, allocation of these hours in the timetable is not required.



AUTONOMOUS SCHEME OF TEACHING & EXAMINATION (STE) - PG - MBA 2nd year

SCHEME:2025

SEM: IV

16.07.2025

Core Courses							
Subject Code		Title of the Subject					
25MBAC401		Design Thinking and Innovation					
25MBAC402		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
25MBAM403	Strategic Brand Management	25MBAF403	Mergers, Acquisitions and Corporate Restructuring	25MBAH403	Conflict & Negotiation Management	25MBAB403	Machine Learning
25MBAM404	Integrated Marketing Communication	25MBAF404	Fintech and Digital Finance	25MBAH404	HR Analytics	25MBAB404	Big Data Analytics
25MBAM405	Global Marketing Management	25MBAF405	Global Financial Management	25MBAH405	Global Human Resource Management	25MBAB405	Digital Analytics
25MBAM406	Logistic and Supply Chain Management	25MBAF406	Project Analysis and Risk Management	25MBAH406	Personal Growth and Interpersonal Effectiveness	25MBAB406	Strategy Analytics
25MBAP407	PROJECT WORK	25MBAP407	PROJECT WORK	25MBAP407	PROJECT WORK	25MBAP407	PROJECT WORK



Master of Business Administration (MBA)

Table of Contents (3 rd Semester)			
Sl. No	Subject Code	Subject	Pg No
1	25MBAC301	Research Methodology and IPR	1-3
2	25MBAC302	Strategic Management	4-6
3	25MBAM303	Consumer Behaviour	7-9
4	25MBAM304	Services Marketing	10-12
5	25MBAM305	Sales and Retail Management	13-15
6	25MBAM306	Business Marketing	16-18
7	25MBAF303	Tax Management	19-21
8	25MBAF304	Investment Analysis and Portfolio Management	22-24
9	25MBAF305	Investment Banking and Financial Services	25-27
10	25MBAF306	Advanced Financial Management	28-30
11	25MBAB303	Introduction to Python data and Control System	31-32
12	25MBAB304	Data Visualization	33-35
13	25MBAB305	Business Analytics and Intelligence	36-38
14	25MBAB306	Predictive Analytics	39-41
15	25MBAH303	Talent Acquisition	40-44
16	25MBAH304	Industrial Relation and Legislation	45-47
17	25MBAH305	Compensation Management and Reward System	48-50
18	25MBAH306	Leadership and Organization Development	51-53



Master of Business Administration (MBA)

Table of Contents (4 th Semester)			
Sl. No	Subject Code	Subject	Pg No
1	25MBAC401	Design Thinking and Innovation	54-57
2	25MBAC402	International Business	58-60
3	25MBAM403	Strategic Brand Management	61-63
4	25MBAM404	Integrated Marketing Communication	64-66
5	25MBAM405	Global Marketing Management	67-69
6	25MBAM406	Logistic and Supply Chain Management	70-72
7	25MBAF403	Mergers, Acquisitions and Corporate Restructuring	73-75
8	25MBAF404	Fintech and Digital Finance	76-78
9	25MBAF405	Global Financial Management	79-81
10	25MBAF406	Project Analysis and Risk Management	82-84
11	25MBAB403	Machine Learning	85-87
12	25MBAB404	Big Data Analytics	88-90
13	25MBAB405	Digital Analytics	91-93
14	25MBAB406	Strategy Analytics	94-96
15	25MBAH403	Conflict & Negotiation Management	97-99
16	25MBAH404	HR Analytics	100-102
17	25MBAH405	Global Human Resource Management	103-105
18	25MBAH406	Personal Growth and Interpersonal Effectiveness	106-108



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MASTER OF BUSINESS ADMINISTRATION

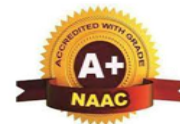
Semester:	III	Course Type:	PCC		
Course Title: Research Methodology and IPR					
Course Code:	25MBAC301		Credits:		04
Teaching Hours/Week (L:T:P:S)			4:0:0:1	Total Hours:	40
CIE Marks:	50	SEE Marks:	50	Total Marks:	100
SEE Type:	Theory			Exam Hours:	03
I. Course Objectives:					
1) To understand the basic components of research design. 2) To Gain an insight into the applications of research methods. 3) To equip students with various research analytical tools used in business research. 4) To provide the insights of IPR and IPR system in India.					
II. Teaching-Learning Process (General Instructions): <ul style="list-style-type: none">Chalk & Talk MethodPower Point PresentationKeynotesActivity Based PresentationsAssignmentSubject Viva VoceBeyond Syllabus					
Pre-requisites (Self Learning): Students should have the basic knowledge of Research Methodology					
III. COURSE CONTENT					
Module-1: Introduction to Business Research					08 Hours
Meaning, types, process of research, Research Application in business decisions, Ethical issues in business research. Features of a good research study.					
RBT Levels: L1 – Remembering, L2 – Understanding					
Module-2: Business Research Design					08 Hours
Meaning, types, Process of Research Design. Exploratory Research: Meaning, methods-Literature search, experience survey, focus groups and comprehensive case methods Conclusive Research Design: Descriptive Research, Meaning, Types-Cross sectional studies and longitudinal studies. Experimental Research Design: Meaning and classification of Experimental designs.					
RBT Levels: L5 – Evaluating					
Module-3: Data Processing and Report Writing					08 Hours

Sampling: Concepts, Types of Sampling, Probability Sampling: simple random sampling, systematic sampling, stratified random sampling, cluster sampling. Non Probability Sampling: convenience sampling- judgmental sampling, snowball sampling, quota sampling, Errors in sampling. Data Collection: Meaning, Primary and Secondary Data Data collection methods: Observations, survey and interview techniques, Questionnaire Questionnaire design: Meaning, process of designing questionnaire. Secondary Data Sources: sources, advantages and disadvantages.									
RBT Levels: L6 – Creating									
Module-4: Data Process, Analysis and Report Writing								08 Hours	
Data Processing: Editing, Coding, Classification, Tabulation, Validation. Analysis and Interpretation, SPSS Overview. Report Writing: Report writing and presentation of results, Importance of report writing, Types of research reports, Report Structure. Measurement and Scaling Techniques: Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert Scale, Semantic Differential Scale, Thurston scale, Multi-Dimensional Scaling.									
RBT Levels: L5 – Evaluating, L6 – Creating									
Module-5: Intellectual Property Rights								08 Hours	
Intellectual Property Rights: Meaning and Concepts of Intellectual Property, Nature and Characteristics of Intellectual Property, Kinds of Intellectual Property, IPRs- Invention and Creativity- Intellectual Property-Importance. A brief summary of: Patents, Copyrights, Trademarks, TRIPS and TRIMS, Geographical Indications.									
RBT Levels: L1 – Remembering, L2 – Understanding									
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									
PO/PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1	2				1			
CO2			2						2
CO3		3							
CO4			3					2	
CO5						2			
VI. Assessment Details (CIE & SEE)									
General Rules: Refer appendix section1									

Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines				
Semester End Examination(SEE): Annexure CIE & SEE Guidelines				
VII. Learning Resources:				
VII(a): Textbooks:				
Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
01.	Research Methodology	C R Kothari	2014	Viswa Prakasam Publication
02.	Business Research Methods:	Donald R. Cooper & Pamela s Schindler	2007	TMH
03.	Intellectual Property Rights, India	Neeraj P & Khusdeep D	2014	PHI learning Private Limited
04.	Intellectual Property	David I. Bainbridge, Longman	2012	9th Edition
05.	Intellectual Property Rights: Protection and Management, India	Nithyananda, K V	2019	Cengage Learning India Private Limited
VII(b): Reference Books:				
01.	Principles of Intellectual Property N.S., Eastern Book Company	Gopalakrishnan & T.G. Ajitha	2014	2nd Edition
02.	Research Methods	M M Munshi & K Gayathri Reddy	2015	HPH
VII(c): Web links and Video Lectures (e-Resources):				
<ul style="list-style-type: none"> • https://www.udemy.com/course/spss-for-research/?couponCode=ST2MT43024 • https://edurev.in/courses/14233_SPSS-For-Beginners 				
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				



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



MASTER OF BUSINESS ADMINISTRATION

Semester:	III	Course Type:	PCC		
Course Title: Strategic Management					
Course Code:	25MBAC302		Credits:		04
Teaching Hours/Week (L:T:P:S)			4:0:0:1	Total Hours:	40
CIE Marks:	50	SEE Marks:	50	Total Marks:	100
SEE Type:	Theory			Exam Hours:	03
I. Course Objectives:					
1) To provide insights into the core concepts of strategic management.					
2) To evaluate various business strategies in dynamic market environments.					
3) To gain insights into various strategic management models and tools.					
4) To apply the models and tools of strategic management in real-time scenarios.					
II. Teaching-Learning Process (General Instructions):					
• Presentation					
• Case study					
• Assignment					
Pre-requisites (Self Learning): Understanding &application of the concept, setting goal & personal commitment					
III. COURSE CONTENT					
Module-1: Introduction to Strategic Management					08 Hours
Meaning of Strategy and Strategic Management, Stages of Strategic Management, The Strategic Management Model, Benefits of Strategic Management, Key Terms in Strategic Management, Competitive Advantage, Strategists, Vision, Mission, Long-Term Objectives, Strategies, Annual Objectives and Policies. Relationship between a Company’s Strategy and its Business					
RBT Levels: L1 – Remembering, L2 – Understanding					
Module-2: Assessing External Environment & Internal Environment					08 Hours
Nature of an External Audit, Key External Forces, Industry Analysis, Competitive Analysis, Porter’s Five Forces Model and Key Success Factors, Resource-Based View (RBV), BCG Matrix, GE 9 Cell Grid, Integrating Strategy and Culture, SWOT Analysis, Value Chain Analysis, Benchmarking.					
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying					
Module-3: Strategy Formulation					08 Hours
The Business Vision and Mission, The Process of Developing Vision And Mission, The Importance of Vision and Mission Statement, Characteristics of Mission Statement, Long-Term Objectives, Levels of Strategies - Integration Strategies, Intensive Strategies, Diversification Strategies, Defensive Strategies, Porter's Generic Strategies, Blue Ocean Strategy,					

RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying, L4 - Analysing									
Module-4: Strategy Implementation								08 Hours	
Nature of Strategy Implementation, Issues in Strategy Implementation, Model of Strategic Implementation, Resource Allocation, Managing Conflicts, Restructuring, Reengineering and E-Engineering, Linking Performance and Pay to Strategies, Managing Resistance to Change, Creating A Strategy – Supportive Culture, And Production/Operations Concerns In Implementing Strategies.									
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying, L4 - Analysing									
Module-5: Strategy Evaluation								08 Hours	
The Process of Evaluating Strategies, Strategy Evaluation Framework, Balanced Scorecard, Characteristics of an Effective Evaluation System, Contingency Planning, Role of Organizational Systems in Evaluation, Emerging Trends and Issues in Strategic Management – ESG Initiatives and The Role of Technology.									
RBT Levels: L1 – Remembering, L2 – Understanding									
IV. COURSE OUTCOMES									
CO1	Students should have a clear understanding of the concepts of Strategic Management, its relevance, Characteristics, process, nature, and purpose								
CO2	Students will acquire an understanding of how firms successfully institutionalize a strategy, create an organizational structure for domestic and overseas operations and gain competitive advantage.								
CO3	Students gain insights into strategies at various organizational levels to achieve a competitive advantage.								
CO4	Students should understand the strategic motivations of multinational firms and their decisions in various markets.								
V. CO-PO-PSO MAPPING									
PO/PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3
VI. Assessment Details (CIE & SEE)									
General Rules: Refer appendix section1									
Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines									
Semester End Examination(SEE): Annexure CIE & SEE Guidelines									
VII. Learning Resources:									
VII(a): Textbooks:									
Sl. No.	Title of the Book	Name of the author			Edition and Year		Name of the publisher		
01.	Strategic Management	Fred R. David			Latest Edition		Prentice Hall India Publication		
02.	Strategic Management: An Integrated Approach	Charles, W L Hill, Gareth R Jones			10/e, 2005		Cengage Learning		

03.	Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases	Arthur A. Thompson Jr. Margaret A. Petera f John E. Gamble, A. J. Strickland III, Arun K. Jain	16/e 2016	McGraw Hill Education
VII(b): Reference Books:				
01.	Contemporary Strategy Analysis	Robert M. Grant	10e	Wiley India,
02.	Strategic Management – Concepts and Cases,	Upendra Kachru	2005	Excel Books, New Delhi
VII(c): Web links and Video Lectures (e-Resources):				
<ul style="list-style-type: none"> • https://www.youtube.com/watch?v=d2GoZDOXzzw • https://www.youtube.com/watch?v=ZmRK9wc3hjI • https://www.youtube.com/watch?v=tyUw0h5i9yI • https://www.youtube.com/watch?v=FQLIrmmsHeo • https://www.youtube.com/watch?v=EvvnoNAUPS0 • https://study.com/academy/topic/strategic-management-overview.html • https://www.cascade.app/blog/strategic-management-process 				
VIII: Activity Based Learning / Practical Based Learning/Experiential learning:				
Seminar, Assignments, Quiz, Case Studies, Mini Projects, Industry Visit, Self – Study Activities, Group Discussions, etc				



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SJB Institute of Technology
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 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

Semester:	III	Course Type:	PEC		
Course Title: Consumer Behaviour					
Course Code:	25MBAM303		Credits:		04
Teaching Hours/Week (L:T:P:S)			4:0:0:1	Total Hours:	40
CIE Marks:	50	SEE Marks:	50	Total Marks:	100
SEE Type:	Theory			Exam Hours:	03
I. Course Objectives:					
1) It provides an understanding of the concept of consumer behavior and influences on consumer behavior.					
2) Analyze the factors influencing consumer decision-making at individual and group levels.					
3) Explore different models of consumer behaviour and decision-making processes.					
4) Identify the psychological, social, and cultural factors affecting consumer behaviour.					
5) Learn about customer relationship strategies and their role in modern marketing.					
II. Teaching-Learning Process (General Instructions):					
• Interactive Lectures					
• Real-World Examples					
• Case Studies					
• Group Discussions					
• Guest Speakers					
• Field Visits					
• Research Projects					
• Role-Playing Exercises					
• Assessment Methods					
• Feedback Mechanism					
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					
III. COURSE CONTENT					
Module-1: Introduction to Consumer Behaviour					08 Hours
Meaning, Nature and Importance of Consumer Behaviour; Difference between Consumer & Customer; Nature & characteristics of Indian Consumers; Consumer Movement in India; Rights & Responsibilities of consumers in India; Consumerism: Meaning and benefits of consumerism. Consumer Research process. Customer Relationship Management: Acquiring customers; Customer loyalty and optimizing customer relationships. CRM in Marketing - One-to-one Relationship Marketing - Cross Selling & Up Selling.					
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying					
Module-2: Consumer Decision Making					08 Hours

Consumer Buying Decision Process, Levels of Consumer Decision Making – Four views of consumer decision making. On-line Decision Making: Meaning & Process/Stages. Situational Influences-Situational Characteristics and consumption behaviour. Models of Consumer Behaviour: Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Models of Consumer Behaviour									
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying									
Module-3: Individual Determinants of Consumer Behaviour								08 Hours	
Learning: Classical Conditioning – Pavlovian Model, Instrumental Conditioning. Personality: Theories- Freudian Theory, Neo-Freudian Theory, Trait Theory. Theories – Maslow’s Hierarchy of Needs, McGuire’s Psychological Motives.									
RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analysing									
Module-4: Group Determinants of Consumer Behaviour								08 Hours	
Groups: Meaning and Nature of Groups, Reference Group Influence: Types of consumer relevant groups, factors affecting group influence, Application of reference group concept. Family: Functions of family, family decision making, Family Life Cycle (FLC). Dynamics of husband-wife decision making, Opinion Leadership and Personal influence. Dynamics of opinion leadership process, Measurement of opinion leadership, Market Mavens, Opinion Leadership & Marketing Strategy, Creation of Opinion Leaders. Diffusion of Innovation: Adoption process, Diffusion process.									
RBT Levels: L3 – Applying, L4 – Analysing, L5 – Evaluating									
Module-5: Environmental Influences on Consumer Behaviour								08 Hours	
Social class and social status, The dynamics of status consumption, Features of Social Class, Five Social-Class Categories in India. Culture: Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour.									
RBT Levels: L3 – Applying, L4 – Analysing, L6 – Creating									
IV. COURSE OUTCOMES									
CO1	To enable students to understand the background and concepts of consumer behaviour.								
CO2	To apply appropriate consumer behaviour models to understand and evaluate consumer purchasing decisions								
CO3	To evaluate Individual/group influences, family roles, and opinion leadership in buying behaviour.								
CO4	To develop marketing strategies considering environmental, cultural, and cross-cultural influences.								
V. CO-PO-PSO MAPPING									
PO/PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3					3			
CO2		3		3			3		
CO3	3		3					3	
CO4					3				3
VI. Assessment Details (CIE & SEE)									
General Rules: Refer appendix section1									
Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines									
Semester End Examination(SEE): Annexure CIE & SEE Guidelines									
VII. Learning Resources:									
VII(a): Textbooks:									

Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
01.	Consumer Behavior: Buying, Having, and Being	Michael R. Solomon	13th Edition, 2021	Pearson
02.	Consumer Behavior: Building Marketing Strategy	Delbert Hawkins, David Mothersbaugh, Roger Best	14th Edition, 2020	McGraw-Hill Education
03.	Consumer Behavior: A Framework	S. S. Dash	1st Edition, 2013	Pearson Education India
VII(b): Reference Books:				
01.	Consumer Behavior	Leon G. Schiffman, Leslie Lazar Kanuk	12th Edition, 2019	Pearson
02.	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/60eRK7Awgw				
VIII: Activity Based Learning / Practical Based Learning/Experiential learning:				
Seminar, Assignments, Quiz, Case Studies, Mini Projects, Industry Visit, Self-Study Activities, Group Discussions, etc				



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MASTER OF BUSINESS ADMINISTRATION

Semester:	III	Course Type:	PEC
Course Title: Services Marketing			
Course Code:	25MBAM304	Credits:	04
Teaching Hours/Week (L:T:P:S)		4:0:0:1	Total Hours: 40
CIE Marks:	50	SEE Marks:	50
SEE Type:		Theory	Total Marks: 100
SEE Type:			Exam Hours: 03
I. Course Objectives:			
1) To acquaint the students with the characteristics of services and their marketing implications. 2) To discuss and conceptualize the service quality, productivity in services, role of personnel in service marketing and to manage changes in the environment. 3) To familiarize the students with the GAPS model and strategizing towards closing the GAPS for effective services marketing.			
II. Teaching-Learning Process (General Instructions):			
<ul style="list-style-type: none"> • Power point Presentations • Keynotes • Assignments • Presentations • Case Studies • Group Discussions 			
Pre-requisites (Self Learning): Understanding and application of the concept, setting goal and personal commitment.			
III. COURSE CONTENT			
Module-1: Introduction			08 Hours
Meaning and Definition of services Marketing, Reasons for the growth of services sector and its contribution; difference in goods and service marketing; characteristics of services; concept of service marketing triangle; service marketing mix; Consumer behavior in services: Search, Experience and Credence property, consumer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services. Customer perception of services, Factors influencing customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception.			
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying, L4 – Analysing			
Module-2: GAP Models of Service Quality			08 Hours
Measuring Service Quality – SERVQUAL, Key reasons for gap using marketing research to understand customer expectation, Types of service research, building customer relationship through retention strategies–Relationship marketing, Evaluation Of customer relationships, Benefits of customer relationship, levels of retention strategies, Market segmentation-Basis & targeting in services. “Hard”&“Soft” standards.			

RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analysing, L5 - Creating									
Module-3: Yield Management								08 Hours	
Balancing capacity utilization, pricing. Waiting line strategies-four basic Waiting line strategies. Matching supply & demand in capacity, four common types of constraints facing services, optimum v/s maximum use of capacity, strategies for matching capacity & demand. Key reasons for GAP-2 service leadership- Creation of service vision and implementation, Service quality as profit strategy.									
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying, L4 – Analysing									
Module-4: Boundary Spanning Roles and Pricing of Services								08 Hours	
Boundary Spanning Roles: Emotional Labour, Source of conflict, Quality – productivity trade off, Strategies for closing GAP 3, Key reasons for GAP 4 involving communication, Four categories of strategies to match service promises with delivery.									
Pricing of services: Role of price and value in provider GAP 4, Role of non-monitory cost, Price as an indicator of service quality, Approaches to pricing services, pricing strategies.									
RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analysing, L5 – Evaluating									
Module-5: Physical Evidence in Services								08 Hours	
Physical evidence in services: Importance of Physical Evidence, Elements of Physical Evidence, Physical Evidence Strategies, Guidelines for Physical Evidence. Service scapes: Types of service scapes-Objectives and Goals of service scapes, Role of service scapes, Approaches for understanding service scapes effects, Frame work for understanding service scapes & its effect on behavior-Guidance for physical evidence strategies.									
RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analysing, L5 – Evaluating									
IV. COURSE OUTCOMES									
CO1	Develop an understanding about the various concepts and importance of Services Marketing.								
CO2	Enhance knowledge about emerging issues and trends in the service sector								
CO3	Learn to implement service strategies to meet new challenges.								
CO4	Analysing Services blue print and SERVQUAL mode								
V. CO-PO-PSO MAPPING									
PO/PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3
VI. Assessment Details (CIE & SEE)									
General Rules: Refer appendix section1									
Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines									
Semester End Examination(SEE): Annexure CIE & SEE Guidelines									
VII. Learning Resources:									
VII(a): Textbooks:									
Sl. No.	Title of the Book	Name of the author			Edition and Year		Name of the publisher		
01.	Services Marketing	Valarie A Zeithmal &			6/e, 2018		Tata McGraw		

		Mary Jo		Hill
02.	Services Marketing	Christopher Lovelock	2014	Pearson Education
VII(b): Reference Books:				
01.	Services Marketing	Parasuraman	2018	Sage Publications
VII(c): Web links and Video Lectures (e-Resources):				
<ul style="list-style-type: none"> • https://r.search.yahoo.com/_ylt=Awr1SU.Oo_Nidm4IV9i7HAX.;_ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660163087/RO=10/RU=https%3a%2f%2febooks.lpu.edu.in%2fmanagement%2fmba%2fterm_4%2fDMGT510_SERVICES_MARKETING.pdf/RK=2/RS=rz8XYyCSOhGnU6JznbgeyVS_8NM • https://r.search.yahoo.com/_ylt=Awr1SU.Oo_Nidm4IWNi7HAX.;_ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMEc2VjA3Ny/RV=2/RE=1660163087/RO=10/RU=https%3a%2f%2fwww.coursehero.com%2ffile%2f27673829%2fServices-Marketing-5th-Edition • https://r.search.yahoo.com/_ylt=Awr1SU.Oo_Nidm4IY9i7HAX.;_ylu=Y29sbwNzZzMEcG9zAzQEdnRpZAMEc2VjA3Ny/RV=2/RE=1660163087/RO=10/RU=https%3a%2f%2finfolearners.com%2febooks%2fessentials-ofservices-marketing-3rd-edition-pdf-free 				
VIII: Activity Based Learning / Practical Based Learning/Experiential learning:				
Seminar, Assignments, Quiz, Case Studies, Mini Projects, Industry Visit, Self-Study Activities, Group Discussions, etc				



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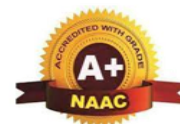
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MASTER OF BUSINESS ADMINISTRATION

Semester:	III	Course Type:	PEC		
Course Title: Sales and Retail Management					
Course Code:	25MBAM305		Credits:		04
Teaching Hours/Week (L:T:P:S)			4:0:0:1	Total Hours:	40
CIE Marks:	50	SEE Marks:	50	Total Marks:	100
SEE Type:	Theory			Exam Hours:	03
I. Course Objectives:					
1) To provide an understanding of the concepts, techniques and approaches in Sales Management.					
2) To emphasize on the Sales Manager’s problems and dilemmas.					
3) To develop skills for generating, evaluating and selecting sales strategies.					
4) To develop an understanding of the contemporary retail management, issues, strategies and trends.					
5) To highlight the importance of retailing and its role in the success of modern business.					
6) To acclimatize with the insights of retailing, key activities and relationships.					
II. Teaching-Learning Process (General Instructions):					
• Chalk & Talk Method					
• Power Point Presentation					
• Keynotes					
• Activity Based					
• Presentations					
• Assignment					
• Beyond Syllabus					
Pre-requisites (Self Learning): Understanding & application of the concept, setting goal & personal commitment					
III. COURSE CONTENT					
Module 1: Introduction to Sales Management					08 Hours
Meaning, Evolution, Importance, Emerging Trends in Sales Management, elementary study of sales organizations, qualities and responsibilities of sales manager. Selling skills & selling strategies, Selling and business Styles, selling situations. Personal Selling: Meaning and definition, selling process, sales presentation, Handling customer objections, Follow- action, Methods of setting sales quota.					
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying, L4 – Analysing					
Module-2: Sales Force Motivation and Compensation					08 Hours
Sales force Motivation and Compensation: Nature of motivation, Importance, Process and factors in the motivation, Compensation-Meaning, Types of compensation plans and evaluation of sales force by performance and appraisal process. Sales management job: Standard sales management process-international sales management International market selection, market survey approach or strategy.					
RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analysing, L5 – Evaluating					

Module 3: Retail Management								08 Hours	
Introduction and Perspectives on Retailing, World of Retailing, Retail management, introduction, meaning, characteristics, emergence of organizations of retailing - Types of Retailers (Retail Formats) - Multichannel Retailing - role of retailing, trends in retailing, FDI in Retail - Problems of Indian Retailing- Ethics in retailing- Current Scenario.									
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying, L4 – Analysing									
Module 4: Setting up Retail Organisation								08 Hours	
Size and space allocation, location strategy, factors Affecting the location of Retail organization, Objectives of Good store Design. Retail Market Strategy - Financial Strategy, Human Resource Management, Information Systems and supply chain management & Logistics. Store Layout and Space planning: Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques. Store Management: Responsibilities of Store Manager, Store Security, Parking Space. Problem at Retail Centers, Store Record and Accounting System, Coding System, Material Handling in Stores, Management of modern retails stores.									
RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analysing, L5 – Evaluating									
Module 5: Relationship Marketing & International Retailing								08 Hours	
Management & Evaluation of Relationships in Retailing, Research in Retailing: Importance of Research in Retailing, Areas of Retail Research. Customer Audits, Brand Management in retailing, Internationalization of Retailing and Evolution of International Retailing, Motives of International Retailing, International Retail Environment and issues in international retailing.									
RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analysing, L5 – Evaluating									
IV. COURSE OUTCOMES									
CO1	To understand the overall tactics in Sales Management.								
CO2	To develop sales strategies and driving sales force through Motivation & Compensation.								
CO3	To analyze the trends and evaluating the success of latest retail organizations.								
CO4	To apply effective store design principles and location strategies to enhance customer experience in retail settings.								
CO5	To evaluate relationship marketing strategies and international retail practices to understand global retail trends								
V. CO-PO-PSO MAPPING									
PO/PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1		3			3			
CO2		3			3		3		
CO3		2		2				2	
CO4	2		3		3				3
VI. Assessment Details (CIE & SEE)									
General Rules: Refer appendix section1									
Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines									
Semester End Examination(SEE): Annexure CIE & SEE Guidelines									
VII. Learning Resources:									
VII(a): Textbooks:									
Sl. No.	Title of the Book	Name of the author			Edition and Year		Name of the publisher		

01.	Retail Management: A Strategic Approach	Barry Berman, Joel R. Evans	Latest Edition.	Pearson
02.	Retail Marketing Management	Dravid Gilbert	---	Pearson Education
03.	Integrated Retail Management	James R. Ogden & Denise Trodden	Latest Edition.	Biztantra

VII(b): Reference Books:

01.	Retail Management-A Global Perspective: Text and Cases	Dr. Harjit Singh, S.Chand	2018	---
02.	Retail Management	Levy & Weitz	latest edition	TMH

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

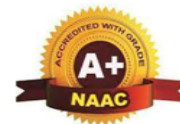
- <https://ncert.nic.in/textbook/pdf/ieva101.pdf>
- <https://www.pdfdrive.com/retail-marketing-e34523955.html>
- <https://www.coursera.org/lecture/mafash/retail-management-yrF51>
- <https://www.youtube.com/watch?v=8ah0ET7zlBw>
- https://onlinecourses.swayam2.ac.in/cec20_mg01/preview
- <https://www.digimat.in/nptel/courses/video/110105122/L16.html>
- <https://freevideolectures.com/course/4216/nptel-sales-distribution-management>
- <https://nptel.ac.in/courses/110105122>
- <https://www.digimat.in/nptel/courses/video/110105122/L01.html>

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



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MASTER OF BUSINESS ADMINISTRATION

Semester:	III	Course Type:	PEC		
Course Title: Business Marketing					
Course Code:	25MBAM306		Credits:		04
Teaching Hours/Week (L:T:P:S)			4:0:0:1	Total Hours:	40
CIE Marks:	50	SEE Marks:	50	Total Marks:	100
SEE Type:	Theory			Exam Hours:	03
I. Course Objectives:					
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.					
II. Teaching-Learning Process (General Instructions):					
• Chalk & Talk Method					
• Power Point Presentation					
• Keynotes					
• Activity Based					
• Presentations					
• Assignment					
• Subject Viva Voce					
• Beyond Syllabus					
Pre-requisites (Self Learning): Students need to know about business, management, sales, finance, and data, as well as psychology, market research, and communications.					
III. COURSE CONTENT					
Module 1: B2B Marketing					08 Hours
B2B – Introduction, significance and concept of B2B Marketing. Business Markets, characteristics. Classification of Business Products and Markets.					
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying, L4 – Analysing					
Module 2: Organisational Buying Behaviour					08 Hours
Factors affecting purchasing decisions, purchasing orientation, Segmenting purchase categories. Purchase Process-variations. Buying situations and marketer actions. Online buying. Traditional marketing approach-uncertainties of buyer and supplier/marketer. Supplier uncertainties.					
RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analysing, L5 - Evaluating					
Module 3: B2B Strategy and Market Segmentation					08 Hours
B2B strategy and Market Segmentation: Process, approach. Responsible strategy-CSR and sustainability, Customer value and strategy. Researching B2B markets. Standard industrial classification. B2B Market Segmentation- Significance of segmentation. Basis of segmentation. Challenges of segmentation in B2B markets. B2B positioning.					

RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying, L4 – Analysing									
Module 4: Market Communication								08 Hours	
Brand expression, Communication mix and customer acquisition process. Relationship Communication, sales responsibilities. The relationship communication process, call preparation, selling to low-priority and high priority customers. Value selling and consequences, order fulfilment-relationship building. Vertical specialization: Choosing industry; specialization; Expanding to other verticals in the industry. Case Study.									
RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analysing, L5 - Evaluating									
Module 5: Relationship Portfolio and Key Account Management								08 Hours	
B2B product Offerings and Price Setting: Elements of B2B offering, strategic tools for managing product offerings, managing innovation in the B2B context. Price setting in B2B markets- 3 C's of pricing-cost, customer and competition-Pricing- strategy, price positioning, role of sales force in pricing, bid pricing, internet auctions, ethical aspects of B2B pricing.									
RBT Levels: L4 – Analysing, L5 – Evaluating									
IV. COURSE OUTCOMES									
CO1	Describe the nature of business markets and the related concepts.								
CO2	Familiarize the business buying behaviour of industrial customers.								
CO3	Apply concepts of pricing strategies for industrial goods								
CO4	To evaluate the significance of E –Commerce in Business Marketing.								
V. CO-PO-PSO MAPPING									
PO/PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1		3				3			
CO2				3			2		
CO3		2							
CO4			3						
VI. Assessment Details (CIE & SEE)									
General Rules: Refer appendix section1									
Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines									
Semester End Examination(SEE): Annexure CIE & SEE Guidelines									
VII. Learning Resources:									
VII(a): Textbooks:									
Sl. No.	Title of the Book	Name of the author			Edition and Year		Name of the publisher		
01.	Industrial Marketing	Robert R Reeder & Reeder			2nd Edition		Prentice Hall International Publication		
02.	Business to Business Marketing	Ross Brennan, Louise Canning & Raymond McDowell			3e -2014		Sage Publications		
03.	Business Marketing Management	Michael D Hutt, Thomas W Speh			Latest Edition		Cengage Learning Publication.		
VII(b): Reference Books:									

01.	Business Marketing	Frank G Bingham Jr.	Latest Edition	Tata Mc Graw Hill Publication
VII(c): Web links and Video Lectures (e-Resources):				
<ul style="list-style-type: none"> • https://onlinecourses.nptel.ac.in/noc23_mg120/preview • https://onlinecourses.swayam2.ac.in/imb24_mg52/preview • https://r.search.yahoo.com/_ylt=AwrKDaS_rvNiJ.UIUwi7HAX.;_ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660165952/RO=10/RU=https%3a%2f%2fcollegelearners.com%2fbbooks%2fb2b-marketing-pdf-freedownload%2f/RK=2/RS=BcuoM9EM5UHUTDADPHqdt_amyLY- 				
VIII: Activity Based Learning / Practical Based Learning/Experiential learning:				
<ul style="list-style-type: none"> • Interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why chose sales career, and what does it take to succeed in this profession. • Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behaviour also depend on the personality of the individual doing the buying? Or the one doing the selling? • Students can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where the institute is operating. 				



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MASTER OF BUSINESS ADMINISTRATION

Semester:	III	Course Type:	PEC
Course Title: Tax Management			
Course Code:	25MBAF303	Credits:	04
Teaching Hours/Week (L:T:P:S)		4:0:0:1	Total Hours: 40
CIE Marks:	50	SEE Marks:	50
SEE Type:		Theory	Total Marks: 100
SEE Type:			Exam Hours: 03
I. Course Objectives:			
1) To acquaint the students with a comprehensive insights of basic concepts of Direct Taxes. 2) To comprehend with the computation of Residential Status of Individuals. 3) To understand the computation of Taxable Income from different heads. 4) To ascertain the deductions available while computing income. 5) To discriminate between the old tax and new tax regime.			
II. Teaching-Learning Process (General Instructions):			
<ul style="list-style-type: none"> Chalk and Talk PowerPoint Presentations Beyond Syllabus Presentations 			
III. COURSE CONTENT			
Pre-requisites (Self Learning): Graduates should be aware of Residential Status of Individuals, Form – 16 issued by Employers to Employees, Various deductions available under Capital Gains and Filing of returns of individuals and assessment procedure.			
Module-1: Introduction to Income Tax			08 Hours
Introduction to Income Tax Act, 1961, 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).			
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Analysing			
Module-2: Income from Salary and House Property			08 Hours
Meaning and Definition of Salary, Basic Elements of Salary, Basis of Charge, Computation of Gross Salary, Gratuity, Leave Salary Encashment, House Rental Allowance, 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).			
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Analysing, L4 – Applying			
Module-3: Income from Business or Profession			08 Hours

Meaning of Business and Profession, Profession vs Vocation, Income chargeable and not chargeable under the head profit and gains from 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).

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

Module-4: Income from Capital Gains and Other Sources

08 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).

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

Module-5: Computation of Tax Liability of Individuals

08 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, Residential Status of a Company and Computation of Taxable Income with special reference to MAT.

RBT Levels: L3 – Analysing, L4 – Applying, L5 - Evaluating

IV. COURSE OUTCOMES

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

V. CO-PO-PSO MAPPING

PO/PSO	1	2	3	4	5	PSO1	PSO2	PSO3	PSO4
CO1	2			3		2			
CO2		1					1		
CO3					1			2	
CO4			1						1
CO5	2			2				1	

VI. Assessment Details (CIE & SEE)

General Rules: Refer Appendix Section 1

Continuous Internal Evaluation (CIE): Annexure CIE & SEE Guidelines

Semester End Examination (SEE): Annexure CIE & SEE Guidelines

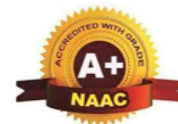
VII. Learning Resources

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
VII(b): Reference Books:				
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
VII(c): Web links and Video Lectures (e-Resources):				
<ul style="list-style-type: none"> • https://incometax.gov.in • https://incometaxindiaefiling.gov.in • https://onlineservices.tin.egov-nsdl.com • https://services.india.gov.in 				
VIII: Activity Based Learning / Practical Based Learning/Experiential learning:				
<ul style="list-style-type: none"> • 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 Assessee. 				



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MASTER OF BUSINESS ADMINISTRATION

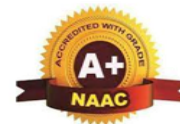
Semester:	III	Course Type:	PEC
Course Title: Investment Analysis and Portfolio Management			
Course Code:	25MBAF304	Credits:	04
Teaching Hours/Week (L:T:P:S)		4:0:0:1	Total Hours: 40
CIE Marks:	50	SEE Marks:	50
SEE Type:		Theory	Total Marks: 100
Exam Hours:			03
I. Course Objectives:			
1) To inculcate 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			
II. Teaching-Learning Process (General Instructions):			
<ul style="list-style-type: none"> • PPT • Solved Illustrations • Assignment • Case Study 			
Pre-requisites (Self Learning): Basic knowledge on Investment, Basics of Investment in Financial Securities			
III. COURSE CONTENT			
Module-1: Introduction to Investment			08 Hours
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 Securities Market: 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)			
RBT Levels: L1 – Remembering, L2 – Understanding, L3 - Applying			
Module-2: Risk and Return Analysis			08 Hours
Concept of Risk and Return, 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.			
RBT Levels: L1 – Remembering, L2 – Understanding, L3 - Applying			
Module-3: Portfolio Construction, Portfolio Management Strategies and Performance Evaluation			08 Hours

Portfolio Construction: Markowitz Model – Portfolio Selection, Opportunity Set, Efficient Frontier, Sharpe Single Index Model, Sharpe’s Optimal Portfolio Construction, Security Market Line, Extension of Capital Asset Pricing Model – Capital Market Line, SML VS CML. Portfolio Management Strategies: Active and Passive Portfolio Management Strategy. Portfolio Revision: Portfolio Revision Strategies – Objectives, Performance Plans. Portfolio Performance Evaluation: Measures of Portfolio Performance: Sharpe’s, Treynor’s and Jensen’s Evaluation Techniques (Theory & Problems).									
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying, L4 – Analyzing									
Module-4: Valuation of Securities								08 Hours	
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. Preference Shares – Concept, Features, Yields. (Theory & Problems).									
RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analyzing									
Module-5: Fundamental and Technical Analysis								08 Hours	
Fundamental and Technical Analysis: Macro-Economic and Industry Analysis: Fundamental analysis-EIC Framework, 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, Candle Stick Analysis (Theory only).									
RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analyzing, L5- Evaluating									
IV. COURSE OUTCOMES									
CO1	Analyze the foundational concepts of investment, including investment avenues, objectives, and the structure and functioning of money and securities markets, to make informed decisions								
CO2	Evaluate the fundamental concepts of risk and return, including systematic and unsystematic risks, and calculate the risk and returns of individual securities and portfolios								
CO3	Apply various valuation models to determine the intrinsic value of bonds, equity, and preference shares								
CO4	Conduct fundamental and technical analysis on securities by utilizing macroeconomic, industry, and company financial data, alongside chart patterns and mathematical indicators to aid investment decisions.								
CO5	Formulate and evaluate comprehensive portfolio management strategies (active/passive) and revision plans, assessing portfolio performance using risk-adjusted measures								
V. CO-PO-PSO MAPPING									
PO/PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3					2			
CO2			3			1			
CO3		2					1		
CO4				3				2	
CO5					2			1	1
VI. Assessment Details (CIE & SEE)									

General Rules: Refer appendix section1				
Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines				
Semester End Examination(SEE): Annexure CIE & SEE Guidelines				
VII. Learning Resources:				
VII(a): Textbooks:				
Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
01.	Investment Analysis and Portfolio management,	Prasanna Chandra	3/e, 2010	Tata McGraw Hill
02.	Security Analysis & Portfolio Management	Punithavathy Pandian	2/e, 2018	Vikas Publications
03.	Investments: Analysis & Management	Gerald R. Jensen, Charles P. Jones	14/e, 2019	Wiley
VII(b): Reference Books:				
01.	Security Analysis & Portfolio Management	S Kevin	2014	Tata McGraw Hill
02.	Investments	Zvi Bodie, Kane, Marcus & Mohanty	8th Edition, 2010	TMH
VII(c): Web links and Video Lectures (e-Resources):				
<ul style="list-style-type: none"> • 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) • Lecture 27 : Market Efficiency (contd.) (youtube.com) • Lecture 38: Portfolio Evaluation (youtube.com) • Lecture 39: Portfolio Evaluation (contd. (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)
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 Recognized by UGC, New Delhi with 2(f) & 12 (B)



MASTER OF BUSINESS ADMINISTRATION

Semester:	III	Course Type:	PEC
Course Title: Investment Banking and Financial Services			
Course Code:	25MBAF305	Credits:	04
Teaching Hours/Week (L:T:P:S)	4:0:0:1	Total Hours:	40
CIE Marks:	50	SEE Marks:	50
SEE Type:	Theory	Exam Hours:	03
I. Course Objectives:			
1) Comprehend the fundamental concepts, types, functions and regulatory framework of the banking system, along with recent trends and reforms shaping the sector. 2) Analyze the scope, evolution, organizational structure, key functions and diverse product offerings of the investment banking industry, recognizing its major players and career avenues. 3) Examine the diverse categories and services of merchant banking and evaluate the concept of venture capital. 4) Evaluate the distinct characteristics, operational mechanisms, and regulatory environments of specialized financial services by understanding their role in the financial ecosystem. 5) Explain the fundamental concepts, processes, and significance of key capital market infrastructure and instruments by recognizing their role in financial intermediation and investor services.			
II. Teaching-Learning Process (General Instructions):			
Pre-requisites (Self Learning):			
<ul style="list-style-type: none"> • PPT • Solved Illustrations • Assignment • Case Study 			
III. COURSE CONTENT			
Module-1: Banking System and Structure in India			08 Hours
Banking-Meaning & Definition, Types of banks –Public Sector, Regional Banks, Credit creation and Deployment of Funds. Role of Reserve Bank and GOI as regulator of banking system, Banking sector reforms, Provisions of Banking Regulation Act & Reserve Bank of India Act, Quantitative and Qualitative Measures of Credit Control, Recent trends in Banking- Banking Technology, Neo banking, Payment banking, Fintech, Crypto currency, Integration of AI in Banking. Commercial Banking: Structure, Functions - Primary & Secondary functions, Services rendered. Concept of Universal Banking(Theory)			
RBT Levels: L2 – Understanding			
Module-2 : Investment Banking			08 Hours
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(Theory)			
RBT Levels: L2 – Understanding, L4 - Analysing			

Module-3: Merchant Banking & Venture Capital							08 Hours		
Merchant Banking: Categories, Services offered, Issue management – Pre and Post issue management, Issue pricing, Preparation of Prospectus, Underwriting, Private Placement, Book Building Vs. Fixed price issues.									
Venture Capital: Concept, features, Process, Stages. Private equity- Investment banking perspectives in private equity. Performance of Venture Capital Funded Companies In India.(Theory)									
RBT Levels: L2 – Understanding, L4 – Analysing									
Module-4: Leasing and Hire Purchase							08 Hours		
NBFCs-Micro-finance- Leasing & Hire Purchase:									
NBFCs: An Overview –Types of NBFCs in India- Growth, Functions and Regulatory framework.(Theory)									
Micro-finance: The paradigm-NGOs and SHGs-Micro-finance delivery mechanisms, Models Services, Challenges. –Future of Micro finance(Theory)									
Leasing & Hire Purchase: Nature and scope of leasing, Types of leasing, Problems in Evaluation of Leasing. Nature and forms of Hire purchase agreements, Problems in Evaluation of Hire Purchase									
RBT Levels: L2 – Understanding, L5 – Evaluating									
Module-5: Credit Rating, Depository System, Securitization of Debt, Mutual Funds							08 Hours		
Credit Rating: Meaning, Process, Methodology, Agencies And Symbol									
Depository System: Objectives of Depository System, Activities, NSDL& CDSL. Process of Clearing and Settlement.									
Securitization of Debt: Meaning, process, Types, Benefits. (Theory)									
Mutual Funds: Meaning, Structure, Functions, Participants, Types of Funds, Types of Schemes, Performance of Mutual Funds, Factors contributing for the growth of mutual funds in India, Marketing of mutual funds. (Theory)									
RBT Levels: L2 – Understanding									
IV. COURSE OUTCOMES									
CO1	Comprehend the fundamental concepts, types, functions and regulatory framework of the banking system, along with recent trends and reforms shaping the sector.								
CO2	Analyze the scope, evolution, organizational structure, key functions and diverse product offerings of the investment banking industry, recognizing its major players and career avenues.								
CO3	Examine the diverse categories and services of merchant banking and evaluate the concept of venture capital.								
CO4	Evaluate the distinct characteristics, operational mechanisms, and regulatory environments of specialized financial services by understanding their role in the financial ecosystem.								
CO5	Explain the fundamental concepts, processes, and significance of key capital market infrastructure and instruments by recognizing their role in financial intermediation and investor services								
V. CO-PO-PSO MAPPING									
PO/PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	2					2			
CO2			1			1			
CO3		2					2		
CO4				3				1	

CO5			2		2			2	1
VI. Assessment Details (CIE & SEE)									
General Rules: Refer appendix section1									
Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines									
Semester End Examination(SEE): Annexure CIE & SEE Guidelines									
VII. Learning Resources:									
VII(a): Textbooks:									
Sl. No.	Title of the Book	Name of the author			Edition and Year		Name of the publisher		
01.	Financial Markets and Services	K. Natarajan, E. Gordan			2009		Himalaya Publishing House		
02.	Investment Banking	C A Tapan Jindal			5 th , 2017		Bharat Law House Pvt. Ltd.,		
03.	Banking and Financial Services by	Mukund Sharma			2015		Himalaya Publishing House		
VII(b): Reference Books:									
01.	Investment Banking- Concepts, Analyses and Cases	Pratap Giri			4 th		TMH		
02.	Business of Investment Banking	Thomas Liaw			3 rd		John Wiley & Sons Inc		
VII(c): Web links and Video Lectures (e-Resources):									
RBI, NSE India, BSE India, Investing.com, Moneycontrol.com									
VIII: Activity Based Learning / Practical Based Learning/Experiential learning:									
Assignments, Case studies, Practical Illustrations, Mini project									



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MASTER OF BUSINESS ADMINISTRATION

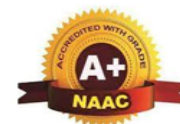
Semester:	III	Course Type:	PEC		
Course Title: Advanced Financial Management					
Course Code:	25MBAF306		Credits:	04	
Teaching Hours/Week (L:T:P:S)			4:0:0:1	Total Hours:	40
CIE Marks:	50	SEE Marks:	50	Total Marks:	100
SEE Type:	Theory			Exam Hours:	03
I. Course Objectives:					
1) To equip students with the knowledge and tools to effectively manage a firm's cash, optimize cash balances, and accelerate inflows while decelerating outflows.					
2) To enable students to formulate and evaluate credit policies, assess customer creditworthiness, manage accounts receivables, and understand modern credit financing tools like factoring					
3) To provide students with an understanding of different inventory types, the significance of inventory control, and techniques to optimize inventory levels and costs					
4) To help students understand the theories and factors influencing a firm's optimal mix of debt and equity, and its impact on firm value.					
5) To educate students on various theories related to dividend relevance and irrelevance, practical dividend policies, and the legal aspects of dividend distribution.					
II. Teaching-Learning Process (General Instructions):					
• PPT					
• Solved Illustrations					
• Assignment					
• Case Study					
Pre-requisites (Self Learning): Basic Financial Management					
III. COURSE CONTENT					
Module-1: Cash Management					08 Hours
Cash Management – Motives, Problems on Cash Budget, Efficient cash management: monitoring collections & disbursements, optimal cash balances, Cash management models - Baumol model, Miller-Orr model, Strategies for managing surplus fund. Profitability v/s liquidity, Modes of Cash Management – Electronic cash Management system, Management of Float – Types, accelerating cash inflows, Decelerating cash outflows. (Theory & Problems)					
RBT Levels: L2 – Understanding, L3 – Applying, L4 - Analysing					
Module-2: Receivables Management					08 Hours
Credit management through credit policy variables: evaluation of credit terms, cash discount, credit period and collection efforts. Credit evaluation: credit analysis, Numerical credit scoring and Discriminant analysis, Control of accounts receivables: Ageing and Day sales outstanding Problems on credit granting decision with repeat orders. (Theory & Problems). Factoring: Meaning, definition, types & its benefits (Theory only) Recent Developments in Advanced Financial Management-Crypto currency, Block chain technology, Cloud funding, Digitization of financial transactions-Big data project finance.					

RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying, L4 - Analysing									
Module-3: Inventory Management								08 Hours	
Inventory Management: Introduction, Types of Inventory, Significance of Inventory Management, Inventory control: EOQ & EOQ with discounts, Inventory Levels - Reorder level, Minimum stock level, Maximum stock level, Danger level, Average stock level. Inventory analysis: ABC Analysis, VED Analysis and Just-in-Time (Theory & Problems)									
RBT Levels: L2 – Understanding, L3 – Applying, L4 - Analysing									
Module-4: Capital Structure Decisions								08 Hours	
Capital structure decisions – Capital structure & market value of a firm. Theories of capital structure – NI approach, traditional approach, NOI approach, signalling theory, pecking order theory, Modigliani Miller approach, Arbitrage process in capital structure, factors affecting capital structure, (Theory & Problems)									
RBT Levels: L2 – Understanding, L3 – Applying, L4 - Analysing									
Module-5: Dividend Policy and Firm Value								08 Hours	
Theories of dividend policy: relevance and irrelevance dividend decision. Walter’s & Gordon’s model, Modigliani & Miller’s Irrelevance model, Capital Asset Pricing Model, Gordon and Linter’s Theory and other theories. Dividend policies in practice – stable dividend, stable payout and growth. Legal and procedural aspects of dividends. (Theory & Problems)									
IV. COURSE OUTCOMES									
CO1	Comprehend the fundamental concepts, types, functions and regulatory framework of the banking system, along with recent trends and reforms shaping the sector.								
CO2	Analyze the scope, evolution, organizational structure, key functions and diverse product offerings of the investment banking industry, recognizing its major players and career avenues.								
CO3	Examine the diverse categories and services of merchant banking and evaluate the concept of venture capital.								
CO4	Evaluate the distinct characteristics, operational mechanisms, and regulatory environments of specialized financial services by understanding their role in the financial ecosystem.								
CO5	Explain the fundamental concepts, processes, and significance of key capital market infrastructure and instruments by recognizing their role in financial intermediation and investor services								
V. CO-PO-PSO MAPPING									
PO/PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3					2			
CO2			1				2		
CO3		2					2		
CO4				3				1	
CO5			2		2				1
VI. Assessment Details (CIE & SEE)									
General Rules: Refer appendix section1									
Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines									
Semester End Examination(SEE): Annexure CIE & SEE Guidelines									
VII. Learning Resources:									

VII(a): Textbooks:				
Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
01.	Financial Management	Prasanna Chandra,	11/e, 2021.	TMH
02.	Financial Management	M.Y. Khan & P.K. Jain	7/e, 2014	TMH
03.	Financial Management	Ravi M Kishore	8/e, 2015	Taxman's Publication
VII(b): Reference Books:				
01.	Financial Management: Theory & Practice	Brigham & Ehrhardt	10/e, , 2004.	Cengage Learning
02.	Financial Management: Theory and Practice.	Sheeba Kapil	2/e, 2014	Pearson publications
VII(c): Web links and Video Lectures (e-Resources):				
VIII: Activity Based Learning / Practical Based Learning/Experiential learning:				
Assignments, Case studies, Practical Illustrations, Mini project				



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MASTER OF BUSINESS ADMINISTRATION

Semester:	III	Course Type:	PEC
Course Title: Introduction To Python, Data and Control Systems			
Course Code:	25MBAB303	Credits:	04
Teaching Hours/Week (L:T:P:S)		4:0:0:1	Total Hours: 40
CIE Marks:	50	SEE Marks:	50
SEE Type:		Theory	Total Marks: 100
SEE Type:			Exam Hours: 03
I. Course Objectives:			
1) To understand python programming 2) To develop Python programs with conditionals and loops. 3) To define Python functions and call them. 4) To use Python data structures - lists, tuples, dictionaries and do with input / output with files in Python.			
II. Teaching-Learning Process (General Instructions):			
<ul style="list-style-type: none"> PPT Assignment Case Study 			
Pre-requisites (Self Learning):			
III. COURSE CONTENT			
Module-1: Introduction to Python Program			08 Hours
Creativity and motivation, Computer hardware architecture, understanding programming, word and sentence, Conversing with Python, Terminology, Debugging, The learning journey.			
RBT Levels: L1 – Remembering, L2 – Understanding			
Module-2: Variables, Expressions and Statements			08 Hours
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.			
RBT Levels: L1 – Remembering, L2 – Understanding			
Module-3: Control Flow, Loops and Conditionals			08 Hours
Boolean values and operators, conditional (if), alternative (if-else), chained conditional (if-elif-else); Iteration: while, for, break, continue.			
RBT Levels: L2 – Understanding, L3 – Applying			
Module-4: Functions, Arrays and Fruitful functions			08 Hours
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.			
RBT Levels: L2 – Understanding, L3 – Applying			
Module-5: Lists, Tuples, Dictionaries			08 Hours

List operations, list slices, list methods, list loop, mutability, aliasing, cloning lists, list parameters, list comprehension; Tuples: tuple assignment, tuple as return value, tuple comprehension; Dictionaries: operations and methods, comprehension.

RBT Levels: L3 – Applying, L4 - Analysing

IV. COURSE OUTCOMES

CO1	Understand the concepts of python programming
CO2	Structure a simple Python programs for solving problems.
CO3	Apply the knowledge to decompose a Python program into functions.
CO4	Analyse and Represent compound data using Python lists, tuples, dictionaries.
CO5	Read and write data form/to files in Python Program

V. CO-PO-PSO MAPPING

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

VI. Assessment Details (CIE & SEE)

General Rules: Refer appendix section1

Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines

Semester End Examination(SEE): Annexure CIE & SEE Guidelines

VII. Learning Resources:

VII(a): Textbooks:

Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
01.	Think Python: How to Think like a Computer Scientist	Allen B. Downey	2nd edition.	SPD
02.	Updated for Python	O Reilly	2016.	Shroff Publishers
03.	Core Python Programming	W.Chun,	2018	Pearson.

VII(b): Reference Books:

01.	“Core Python Programming” ,	R.Nageswara Rao	2020	Dream tech.
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VII(c): Web links and Video Lectures (e-Resources):

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

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

Program Execution and Case Studies



|| Jai Sri Gurudev ||
 Sri Adichunchanagiri Shikshana Trust (R)
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MASTER OF BUSINESS ADMINISTRATION

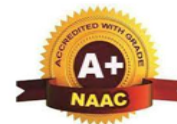
Semester:	III	Course Type:	PEC
Course Title: Data Visualization			
Course Code:	25MBAB304	Credits:	04
Teaching Hours/Week (L:T:P:S)		4:0:0:1	Total Hours: 40
CIE Marks:	50	SEE Marks:	50
SEE Type:	Theory		Total Marks: 100
		Exam Hours:	03
I. Course Objectives:			
1) Understand the key techniques and theory behind data visualization. 2) Use effectively the various visualization structures (like tables, spatial data, tree and network etc.) 3) Evaluate information visualization systems and other forms of visual presentation for their effectiveness. 4) Design and build data visualization systems.			
II. Teaching-Learning Process (General Instructions):			
<ul style="list-style-type: none"> • Power Point • Presentation • Keynotes • Activity Based • Presentations • Assignment • Lab • Quiz 			
Pre-requisites (Self Learning):			
III. COURSE CONTENT			
Module-1: Introduction To Data Visualizations And Perception			08 Hours
Introduction of visual perception, visual representation of data, Gestalt principles, Information overloads. Value of Visualization – What is Visualization and Why do it: External representation – Interactivity – Difficulty in Validation. Data Abstraction: Dataset types – Attribute types – Semantics.			
RBT Levels: L1 – Remembering, L2 – Understanding			
Module-2: Visual Representations			08 Hours
Creating visual representations, visualization reference model, visual mapping, visual analytics, Design of visualization applications. Task Abstraction – Analyze, Produce, Search, Query. Four levels of validation – Validation approaches – Validation examples. Marks and Channels.			
RBT Levels: L2 – Understanding, L3 – Applying			
Module-3: Classification Of Visualization Systems			08 Hours

Classification of visualization systems, visualization techniques -Visualization of one, two and multi-dimensional data, text and text documents, data structures used in data visualization									
RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analysing, L5 - Evaluating									
Module-4: Visualization Of Groups								08 Hours	
Visualization of groups, trees, graphs, clusters, networks. Overview of tools like Tableau, Power BI, and their applications. Dashboards and Reporting: Creating and interpreting dashboards to support strategy.									
RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analysing, L5 - Evaluating									
Module-5: Evaluating Visualizations, Arrange Networks And Trees								08 Hours	
Connections, Matrix views – Containment. Map color: Color theory, Color maps and other channels. Rules of thumb – Arrange tables: Categorical regions – Spatial axis orientation – Spatial layout density. Arrange spatial data: Geometry – Scalar fields – Vector fields – Tensor fields									
RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analysing, L5 - Evaluating									
IV. COURSE OUTCOMES									
CO1	Understand the key techniques and theory behind data visualization.								
CO2	Use effectively the various visualization structures (like tables, spatial data, tree and network etc.)								
CO3	Evaluate information visualization systems and other forms of visual presentation for their effectiveness.								
CO4	Design and build data visualization systems								
V. CO-PO-PSO MAPPING									
PO/PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		3	
CO4		2		2			2		2
VI. Assessment Details (CIE & SEE)									
General Rules: Refer appendix section1									
Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines									
Semester End Examination(SEE): Annexure CIE & SEE Guidelines									
VII. Learning Resources:									
VII(a): Textbooks:									
Sl. No.	Title of the Book	Name of the author			Edition and Year		Name of the publisher		
01.	Visualization Analysis and Design, A K Peters Visualization Series	Tamara Munzner			2014		CRC Press		
02.	Interactive Data Visualization: Foundations, Techniques, and Applications. Natick	Ward, Grinstein, Keim			2nd edition, 2015.		A K Peters Ltd		

VII(b): Reference Books:				
01.	Interactive Data Visualization for the Web	Scott Murray	2013	O'Reilly
02.	The Functional Art: An Introduction to Information Graphics and Visualization	Alberto Cairo	2012	New Riders
VII(c): Web links and Video Lectures (e-Resources):				
<ul style="list-style-type: none"> • https://www.youtube.com/watch?v=1GhZisgc6DI • https://www.youtube.com/watch?v=dHSYXZMY96s • https://www.semanticscholar.org/paper/Visualization-analysis-%26-design-Munzner/5521849729aaa387cfeef0d12d3c91170d7bbfd0 				
VIII: Activity Based Learning / Practical Based Learning/Experiential learning:				
<ul style="list-style-type: none"> • Activity based: seminar, assignments, quiz, case studies • Practical Based: Design of dashboard. 				



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MASTER OF BUSINESS ADMINISTRATION

Semester:	III	Course Type:	PEC
Course Title: Business Analytics and Intelligence			
Course Code:	25MBAB305	Credits:	04
Teaching Hours/Week (L:T:P:S)	4:0:0:1	Total Hours:	40
CIE Marks:	50	SEE Marks:	50
SEE Type:	Theory	Total Marks:	100
Exam Hours:	03		
I. Course Objectives:			
1) Understand the role of business analytics and intelligence in decision-making. 2) Learn key techniques and tools for analyzing business data 3) Develop skills to interpret and present data insights effectively. 4) Apply analytical methods to real-world business scenarios.			
II. Teaching-Learning Process (General Instructions):			
<ul style="list-style-type: none"> Chalk & Talk Method Power Point Presentation Keynotes Presentations Assignment Lab Quiz 			
Pre-requisites (Self Learning):			
III. COURSE CONTENT			
Module-1: Introduction to Business Analytics and Intelligence			08 Hours
Definition and scope of business analytics and intelligence. Difference between Analytics and intelligence Key concepts and terminologies. Data Collection and Management: Sources of business data (internal vs. external, structured vs. unstructured).Data collection methods and tools.			
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying, L4 – Analysing			
Module-2 : Descriptive Analytics			08 Hours
Data base meaning, Importance .components, Data indexing, data integrity, Data management best practices and data warehousing. Data visualization techniques (charts, graphs, dashboards). Tools for descriptive analytics (Excel, Tableau, Power BI).			
RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analysing			
Module-3: Predictive Analytics			08 Hours
Introduction to predictive modelling. Regression analysis (linear and logistic regression). Time series analysis. Machine learning basics (classification, clustering).			
RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analysing			

Module-4: Business Intelligence								08 Hours	
Key components of Business Intelligence systems. Data warehousing and ETL processes.BI tools and platforms (SAP BI, Oracle BI, Microsoft Power BI).									
RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analysing									
Module-5: Data Ethics and Governance and emerging trends								08 Hours	
Data privacy laws and regulations (GDPR, CCPA). Ethical considerations in data use. Data quality and governance frameworks. Case Studies and Real-world Applications.									
Artificial intelligence, Automation, Storytelling, Data governance, Data privacy, Cyber security, Natural Language Processing.									
RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analysing									
IV. COURSE OUTCOMES									
CO1	Understand the role of business analytics and intelligence in decision making..								
CO2	Learn key techniques and tools for analyzing business data.								
CO3	Develop skills to interpret and present data insights effectively.								
CO4	Apply analytical methods to real-world business scenarios.								
V. CO-PO-PSO MAPPING									
PO/PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	2	2							
CO2		2	2				2		
CO3		2	2						2
CO4			2			2			
VI. Assessment Details (CIE & SEE)									
General Rules: Refer appendix section1									
Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines									
Semester End Examination(SEE): Annexure CIE & SEE Guidelines									
VII. Learning Resources:									
VII(a): Textbooks:									
Sl. No.	Title of the Book	Name of the author			Edition and Year		Name of the publisher		
01.	"Business Analytics: Data Analysis & Decision Making"	S. Christian Albright			7th Edition, 2020		Cengage Learning		
02.	"Competing on Analytics: The New Science of Winning".	Thomas H. Davenport and Jeanne G. Harris			-		-		
03.	"Data Science for Business"	Foster Provost, Tom Fawcett			2nd Edition, 2019		O'Reilly Media		
VII(b): Reference Books:									
01.	Applied Predictive Analytics: Principles and Techniques for	Dean Abbott			1st Edition, 2014		Wiley		

	the Professional Data Analyst			
02.	Business Intelligence and Analytics: System for Decision Support,	Ramesh Sharda, Dursun Delen, Efraim Turban, J.E. Aronson, Ting-Peng Liang, David King	10 th Edition, 2013	Pearson
VII(c): Web links and Video Lectures (e-Resources):				
<ul style="list-style-type: none"> • https://www.youtube.com/watch?v=wjILmMxantI • https://www.youtube.com/watch?v=_4NOeykig4E 				
VIII: Activity Based Learning / Practical Based Learning/Experiential learning:				
<ul style="list-style-type: none"> • Activity based: seminar, assignments, quiz, case studies • Practical Based: Creation of dash board and storytelling. 				



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MASTER OF BUSINESS ADMINISTRATION

Semester:	III	Course Type:	PEC		
Course Title: Predictive Analytics					
Course Code:	25MBAB306		Credits:		04
Teaching Hours/Week (L:T:P:S)			4:0:0:1	Total Hours:	40
CIE Marks:	50	SEE Marks:	50	Total Marks:	100
SEE Type:	Theory			Exam Hours:	03
I. Course Objectives:					
1) Understand the principles and applications of predictive analytics in business.					
2) Develop skills to build, evaluate, and apply predictive models.					
3) Use tools and techniques to make data-driven business decisions.					
4) Analyze real-world case studies to apply predictive analytics concepts					
II. Teaching-Learning Process (General Instructions):					
• Chalk & Talk Method					
• Power Point					
• Presentation					
• Keynotes					
• Presentations					
• Assignment					
• Lab					
• Quiz					
Pre-requisites (Self Learning):					
III. COURSE CONTENT					
Module-1: Introduction to Predictive Analytics					08 Hours
Definition and significance. Predictive vs. Descriptive vs. Prescriptive Analytics. Overview of the predictive analytics process. Applications in Business Case studies from various industries (e.g., finance, marketing, operations) Discussion on the impact of predictive analytics on decision-making.					
RBT Levels: L1 – Remembering, L2 – Understanding					
Module-2: Data Collection and Preparation					08 Hours
Data Sources and Collection: Types of data (structured vs. unstructured)/ Data collection methods and tools. Data Cleaning and Preparation: Handling missing data. Data transformation and normalization. Data Preparation Using Excel or Python/R for data cleaning and preparation.					
RBT Levels: L2 – Understanding, L3 – Applying					
Module-3: Statistical Foundations					08 Hours
Statistical Concepts: Probability distributions. Hypothesis testing. Regression analysis basics Building Statistical Models: Simple and multiple linear regression. Model assumptions and diagnostics.					

RBT Levels: L3 – Applying, L4 – Analysing									
Module-4: Predictive Modeling Techniques								08 Hours	
Regression Models: Advanced regression techniques (e.g., polynomial, ridge, lasso regression). Model evaluation metrics (R ² , RMSE, MAE). Classification Models: Logistic regression. Decision trees and random forests. Model evaluation metrics (accuracy, precision, recall, F1 score). Time Series Analysis: Components of time series data. ARIMA models.									
RBT Levels: L3 – Applying, L4 – Analysing									
Module-5: Machine Learning Basics								08 Hours	
Introduction to Machine Learning: Supervised vs. unsupervised learning. Key algorithms (kmeans clustering, support vector machines). Model Evaluation and Validation: Cross-validation techniques. Bias-variance trade-off.									
RBT Levels: L4 – Analysing, L5 - Evaluating									
IV. COURSE OUTCOMES									
CO1	Understand the principles and applications of predictive analytics in business.								
CO2	Develop skills to build, evaluate, and apply predictive models.								
CO3	Use tools and techniques to make data-driven business decisions.								
CO4	Analyze real-world case studies to apply predictive analytics concepts.								
V. CO-PO-PSO MAPPING									
PO/PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2
VI. Assessment Details (CIE & SEE)									
General Rules: Refer appendix section1									
Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines									
Semester End Examination(SEE): Annexure CIE & SEE Guidelines									
VII. Learning Resources:									
VII(a): Textbooks:									
Sl. No.	Title of the Book	Name of the author			Edition and Year		Name of the publisher		
01.	“Data Science for Business”	Foster Provost and Tom Fawcett			5 th Edition, 2017		McGraw Hill Education, New Delhi,		
02.	"Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die"	Eric Siegel			2 nd Edition,2019		Wiley		
03.	Applied Predictive Analytics: Principles and Techniques for the Professional Data Analyst"	Dean Abbott			7 th Edition, 2019		Pearson		

VII(b): Reference Books:				
01.	Statistics for Management,	I. Levin Richard, H. Siddiqui Masood, S. Rubin David and Rastogi Sanjay	8th Edition, 2017.	Pearson
VII(c): Web links and Video Lectures (e-Resources):				
<ul style="list-style-type: none"> • https://www.sas.com/en_in/insights/analytics/predictive-analytics.html • https://www.ibm.com/topics/predictive-analytics • https://online.hbs.edu/blog/post/predictive-analytics 				
VIII: Activity Based Learning / Practical Based Learning/Experiential learning:				
<ul style="list-style-type: none"> • Activity based: seminar, assignments, quiz, case studies • Practical Based: Creation of dash board and storytelling. 				



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MASTER OF BUSINESS ADMINISTRATION

Semester:	III	Course Type:	PEC		
Course Title: Talent Acquisition					
Course Code:	25MBAH303		Credits:		04
Teaching Hours/Week (L:T:P:S)			4:0:0:1	Total Hours:	40
CIE Marks:	50	SEE Marks:	50	Total Marks:	100
SEE Type:	Theory			Exam Hours:	03
I. Course Objectives:					
1) To make students realize the challenges of acquisition and recruiting of talents for the competitive advantage of the organization.					
2) To understand the concepts of competency and its usage in evaluating a person’s work.					
3) To get an idea about different tools in identifying required competencies in a person					
4) To understand how important and beneficial is to acquire and develop talents in the industry.					
II. Teaching-Learning Process (General Instructions):					
• Chalk & Talk Method					
• Power Point Presentation					
• Keynotes					
• Activity Based Presentations					
• Assignment					
• Subject Viva Voce					
• Beyond Syllabus					
Pre-requisites (Self Learning): Understanding of the concept of Recruitment, Workforce system and planning, Job Analysis, Job Description and Job Design.					
III. COURSE CONTENT					
Module-1: Workforce Planning and Recruitment Analytics					08 Hours
Strategic Manpower Planning: Macro Level Scenario of manpower planning, Process of manpower planning, requisites for successful manpower planning.					
Recruitment Metrics; Factors Affecting Recruitment; Recruitment Strategy: An Internal Approach; Recruitment Strategy: An External Approach; Unique Recruitment strategies.					
Concept of Work, Millennials at the work place; Key Characteristics of Millennials; Types of Millennial; Organising the Work; Strategic Issues in Recruitment; Overview of the Hiring Process; Legal and Ethical Considerations					
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Analysing					
Module-2: Job Analysis and Job Design					08 Hours
Identify the Job to Examine; Determine Appropriate Information Sources and Collect Job-Related Data; Job Description; Why Competency Based Recruitment; Sources of Recruitment; Different steps of job search; Motivational Job Specification; Creation of Functional Specification; Creation of Behavioural Specification; Job Design.					

RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying, L4 – Analysing									
Module-3: Job Evaluation								08 Hours	
The Job Evaluation& Process; Strategic Job Evaluation: Obtain Job KSAOs, Qualifications, Working Conditions, and Essential Duties; Examine Compensable Factors Using the Rating/Weighting Evaluation Method; Determine Overall Job Value; Hay Group Technique — Pioneer in Job Evaluation; Determining Compensation using Job Evaluation Data; Legal and Ethical Considerations for Job Evaluation; Online Salary Survey.									
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying, L4 – Analysing									
Module-4: Selection and Interview Strategy								08 Hours	
Interview Strategy and Process; Millennials shaping the Recruitment landscape in the organizations; Strategies for selecting Generation Y into the workforce, Developing Effective Interviewers; Interviewing Techniques; Legal and Ethical, Considerations in the Interview Process; The overall BEI Process;									
RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analysing, L5 - Evaluating									
Module-5: Testing, Assessment and Making the Hire								08 Hours	
Test related to Assessment of Knowledge, Skills, and Abilities; Personality Assessment; The Birkman method and MBTI® comparison; FIRO-B; Honesty and Integrity Assessment; Graphology; Skills Assessment; Games and Group Activity for Leadership Assessment; Key Interviewer Skills, Assessment Centre’s; Simulations. Resume and Application Forms; Implications of Using Social Media Content in Hiring Decisions; Background Checks; Reference Checks; Pre-Employment Testing; Making a Job Offer; Transitioning from Job Candidate to Employee; Induction; Placement.									
RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analysing, L5 - Evaluating									
IV. COURSE OUTCOMES									
CO1	Gain the practical insight of various principles and practices of recruitment and selection.								
CO2	Acquire knowledge of latest conceptual framework used in recruitment and selection process and procedure applied in various industries.								
CO3	Illustrate the application of recruitment and selection tools and techniques in various sectors.								
CO4	Develop a greater understanding about strategies for work force planning and assessment, analyse the hiring management system followed in various industries.								
V. CO-PO-PSO MAPPING									
PO/PSO	PO1	PO2	PO3	PO4	PO5	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 sectionI									
Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines									
Semester End Examination(SEE): Annexure CIE & SEE Guidelines									
VII. Learning Resources:									
VII(a): Textbooks:									

Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
01.	Recruitment and Selection- Strategies for Workforce Planning & Assessment	Carrie A.	2019	Sage Publication
02.	How to Recruit, Incentives and Retain Millennials	Rohtak	2019	Sage Publication
03.	Human Resource Selection	Gate wood, Field	2009	Cengage
VII(b): Reference Books:				
01.	Human Resource Management,	R. C. Sharma	2019	Sage Publication
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):				
1) https://asiajobsinc.com/ebook/1202894721.pdf 2) https://www.youtube.com/watch?v=NcGtVXmcfTQ 3) https://www.youtube.com/watch?v=Z3lOca6YVSc 4) https://www.youtube.com/watch?v=Z3lOca6YVSc 5) https://www.youtube.com/watch?v=leabqeaBTbY				
VIII: Activity Based Learning / Practical Based Learning/Experiential learning:				
1) Students are supposed to Design and Job Advertisement and Calculate the Cost; Paper Print mode; Social Media formalities. 2) Meet a Manager (which ever stream), interact and design and JD for that role. 3) Meet HR Manager / Officer, and ask Best 10 Interview Questions they ask during Candidate interaction. 4) Visit HR department, and take part on shortlisting/ Scrutiny the CV.				



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MASTER OF BUSINESS ADMINISTRATION

Semester:	III	Course Type:	PEC		
Course Title: Industrial Relation and Legislation					
Course Code:	25MBAH304		Credits:		04
Teaching Hours/Week (L:T:P:S)			4:0:0:1	Total Hours:	40
CIE Marks:	50	SEE Marks:	50	Total Marks:	100
SEE Type:	Theory			Exam Hours:	03
I. Course Objectives:					
1) To describe and Identify the application of Labour Laws regulating Industrial Relations in Organisation To describe and explain in her/his own words, the relevance and importance of Labour Laws and Industrial Relations in Organisation					
2) To apply and solve the workplace problems through Labour Laws					
3) To create and reconstruct Industrial Relations System to be adopted in the Organisation					
4) To appraise and judge the practical applicability of Labour Laws regulating Industrial Relations in Organisation					
II. Teaching-Learning Process (General Instructions):					
• Presentation					
• Case study					
• Assignment					
Pre-requisites (Self Learning): Understanding &application of the concept, setting goal & personal commitment.					
III. COURSE CONTENT					
Module-1: Introduction to Industrial Legislations					08 Hours
Introduction – 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.					
RBT Levels: L1 – Remembering, L2 – Understanding					
Module-2: Evolution of Labour Legislation in India					08 Hours
Evolution of Labour Legislation in India - History of Labour Legislation in India, Objectives of Labour Legislation, Types of Labour Legislations in India, Constitutional Provisions for the Protection of Labour Workforce in India, Rights of Woman Workers; 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					
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying					
Module-3:Collective bargaining					08 Hours
Collective bargaining: Concept – function and Importance – principles and forms of Collective bargaining, importance of Collective Bargaining, Process of Collective Bargaining, Negotiation, form of negotiation Workers’ Discipline Management, causes of indiscipline, disciplinary Action - service rules, misconduct, investigation of allegations, showcase notice, charge sheet, domestic enquiry, Report of findings, punishments to be imposed. Workers participation In Management.					

RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying

Module-4: Labour Legislations-Part I								08 Hours	
Labour Legislations-Part I-Introduction to Employee Relation, meaning and significance of employee relation in industry, Factory Act 1948, Contract labour Act (Regulation and Abolition) Act 1970, The Payment of Wages Act, 1936 – the Minimum Wages Act, 1948. Trade Union act 1926.									
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying									
Module-5: Labour Legislations-Part II								08 Hours	
Labour Legislations-Part II: Employee State Insurance Act 1948, Industrial Disputes Act, 1947, Employee Compensation Act 1923, Maternity Benefit Act 1961, Employee provident Fund and Miscellaneous Provisions Act 1952, Gratuity Act 1972, Bonus Act 1965, Equal Remuneration Act, 1976.									
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying									

IV. COURSE OUTCOMES

CO1	Gain practical experience related to labour legislations in India across various sectors
CO2	Acquire conceptual knowledge of Industrial relations and labour laws followed within industries.
CO3	Develop the greater understanding of IR concepts and its application in solving various issues in IR
CO4	Apply the IR and labour laws concepts in various industries in India.

V. CO-PO-PSO MAPPING

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

VI. Assessment Details (CIE & SEE)

General Rules: Refer appendix section1
Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines
Semester End Examination(SEE): Annexure CIE & SEE Guidelines

VII. Learning Resources:

VII(a): Textbooks:				
Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
01.	Industrial relation	S. Venkata Ratam and Manoranjan Dhal,	2017,2 nd edition	Oxford Publication
02.	Essentials of HRM and Industrial Relation,	Rao, P Subba	2013, 5 th edition	Himalaya Publishing House
03.	Industrial Relations, Trade Union and Labour Legislation	PRN Sinha, Indu Bala Sinha, Seema Shekhar	2017, 3 rd edition	Pearson

VII(b): Reference Books:

01.	Industrial Relations and Labour Laws- Emerging Paradigms	B.D.Singh	2008	Excel Book
VII(c): Web links and Video Lectures (e-Resources):				
1) https://www.youtube.com/watch?v=P29Cp35JqGA 2) http://www.digimat.in/nptel/courses/video/110105069/L22.html 3) https://www.buytestseries.com/OnlineCourses/Industrial-Relations-MBA-Video-Lecture-Online 4) https://www.icsi.edu/media/webmodules/publications/7.%20Industrial,%20Labour%20and%20General%20Laws.pdf 5) https://www.icsi.edu/media/webmodules/publications/7.%20Industrial,%20Labour%20and%20General%20Laws.pdf				
VIII: Activity Based Learning / Practical Based Learning/Experiential learning:				
<ul style="list-style-type: none"> • 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. 				



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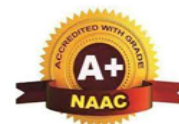
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MASTER OF BUSINESS ADMINISTRATION

Semester:	III	Course Type:	PEC
Course Title: Compensation Management and Reward System			
Course Code:	25MBAH305	Credits:	04
Teaching Hours/Week (L:T:P:S)		4:0:0:1	Total Hours: 40
CIE Marks:	50	SEE Marks:	50
SEE Type:		Theory	Total Marks: 100
SEE Type:			Exam Hours: 03
I. Course Objectives:			
1) To enable students to describe and identify the application of Compensation Management in the Organisation 2) To students will be able to apply and solve the workplace problems through application of Compensation Management 3) The student will be able to classify and categories different models and approaches of Compensation Management adopted in the Organisation 4) The student will be able to formulate and prepare Compensation Management to be adopted in the Organisation 5) To enable students to design and develop an original framework and model in dealing with compensation problems in the organisation.			
II. Teaching-Learning Process (General Instructions):			
<ul style="list-style-type: none"> Chalk & Talk Method Power Point Presentation Keynotes Activity Based Presentations Assignment Subject Viva Voce Beyond Syllabus 			
Pre-requisites (Self Learning): Understanding of the concepts Salary and Compensation, wage practices, different methods of Payments.			
III. COURSE CONTENT			
Module-1: Introduction			08 Hours
Compensation, Meaning of compensation, Total Compensation/Reward and Its Components, Importance of the Total Compensation Approach, Wages/Salaries, Theories of Wages, Compensation Strategy, Compensation Policy, Compensation and Legal Issues in Compensation Management, Factors Affecting Employee Compensation/Wage Rates/Wage Structure/Levels of Pay.			
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying, L4 – Analysing			
Module-2: Compensation Management			08 Hours

Meaning of Compensation Management, Methods of Wage Payment, Essentials of a Satisfactory Wage System, National Wage Policy in India, Wage Policy at the Organisational Level, Wage Problems in India, Components/Functions of Compensation Management/Wage and Salary Administration, Institutions for Wage Fixation in India.									
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying									
Module-3: Wage Determination Practices								08 Hours	
Divergent Systems for Wage Determination in Practice in Indian Organisations Introduction, Management’s Strategy, Strategic Reward Policy, Reward Management Processes, Reward Management Procedures, Pay Reviews, Planning and Implementing Pay Reviews, Procedures for Grading Jobs and Pay, Rates Fixation, Controlling Payroll Costs, Evaluation of Reward Processes, Boardroom Pay; Institutions for Wage Fixation in Practice in India; Fringe Benefits and Current Practices, Internal Audit of Compensation and Benefits, Code on Wages 2019, Different types of Direct and Indirect compensation include: Base Pay / Basepay; Commissions; Overtime Pay; Bonuses, Profit Sharing, Merit Pay; Stock Options – ESOP’s; Travel/Meal/Housing Allowance; Benefits including dental, insurance, medical, vacation.									
RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analysing, L5 - Evaluating									
Module-4: Contingent Pay, Pay for Performance								08 Hours	
Competency-Based Pay, Skill-Based Pay, Team Based Rewards, Gain sharing, Profit-Sharing Profit-Related Pay, Allowances, Overtime Payments Attendance Bonuses, Shift Pay, Clothing Allowances, Honoraria, Payments for Qualifications, Pay for Person, Pay for Excellence, Managerial Compensation and Rewards, Sales Force Incentive Programmes, Competency based Pay- Framework, Model and Challenges; Pay for Performance: Steps involved in the design for pay for performance - Intent; Eligibility; Participation. Performance and Goal Criteria-Measurements; Funding; Pay Outs and Timing.									
RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analysing, L5 - Evaluating									
Module-5: Salary Review and Non-financial Benefits								08 Hours	
Salary Costs, Salary Survey data, Salary Planning, Salary Budget, Salary Control, Salary Reviews, Guidelines for Salary Review Process, Responding to Negative Salary Review, Five Key Steps: Manager’s Guide to Annual Salary Review, Fixing of Salary, Method of Paying Salary, Flexibility, Process of Wage and Salary Fixation. Role of Non-financial Benefits/Rewards on Employee Motivation, Types of Non-financial Benefits/Rewards, Most Effective Non-Financial Benefits/Rewards to Motivate Employees, Heineken’s Refreshing Approach to Reward.									
RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analysing, L5 - Evaluating									
IV. COURSE OUTCOMES									
CO1	Gain insights of various conceptual aspects of Compensation and Benefits to achieve organizational goals								
CO2	Determine the performance-based compensation system for business excellence and solve various cases and can compose the business letters in English precisely and effectively.								
CO3	Designing the compensation strategies for attraction, motivation and retaining high quality workforce								
CO4	Understand the Legal & Administrative Issues in global compensation to prepare compensation plan, CTC, wage survey and calculate various bonus.								
V. CO-PO-PSO MAPPING									
PO/PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	2			3	2	3			
CO2			2				2		

CO3				3	2			2	
CO4		2		2					3
VI. Assessment Details (CIE & SEE)									
General Rules: Refer appendix section1									
Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines									
Semester End Examination(SEE): Annexure CIE & SEE Guidelines									
VII. Learning Resources:									
VII(a): Textbooks:									
Sl. No.	Title of the Book	Name of the author			Edition and Year		Name of the publisher		
01.	Compensation Management	R. C. Sharma, Sulabh Sharma			2019		Sage Publication India Pvt. Ltd		
02.	Compensation and Benefit	Biswas, Bashker, D			2013		Pearson		
03.	Compensation and Reward	Singh, B D			2007		Management:, Excel Books		
VII(b): Reference Books:									
01.	Managing Employees Performance and Rewards	Shields			2007		Cambridge Press		
02.	Competency-Based Human Resource Management:	AnindyaBasu Roy, SumatiRaym			2019		Sage Publication India Pvt. Ltd		
VII(c): Web links and Video Lectures (e-Resources):									
Mention the links of the online resources, video materials, etc.									
1) https://www.youtube.com/watch?v=yml9dx9nUco									
2) https://hr-gazette.com/total-rewards-and-compensation-understanding - the essentials/									
3) https://www.youtube.com/watch?v=ax7suq7w4cm									
4) https://www.youtube.com/watch?v=g4AGhGehhsc									
5) https://www.researchgate.net/publication/325959515_impact_of_compensation_and_benefits_on_job_satisfaction									
VIII: Activity Based Learning / Practical Based Learning/Experiential learning:									



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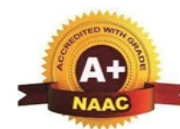
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MASTER OF BUSINESS ADMINISTRATION

Semester:	III	Course Type:	PEC
Course Title: Leadership and Organizational Development			
Course Code:	25MBAH306	Credits:	04
Teaching Hours/Week (L:T:P:S)		4:0:0:1	Total Hours: 40
CIE Marks:	50	SEE Marks:	50
SEE Type:	Theory		Total Marks: 100
		Exam Hours:	03
I. Course Objectives:			
1) Describe and Identify the application of Leadership styles and practices followed in the Organisation 2) Describe and identify the application of OC/D framework. Describe and explain the relevance and importance of various OC/D interventions to be adopted in the Organisation. 3) Apply and improve the workplace effectiveness through various OC/D Interventions. 4) Classify and categorise different OC/D practices and intervention followed in the Organisation. Create and reconstruct OC/D intervention and process required to manage the Organisation. 5) Appraise and judge the practical applicability of various OC/D intervention, process and practices to be followed in the Organisation.			
II. Teaching-Learning Process (General Instructions):			
<ul style="list-style-type: none"> • Chalk & Talk Method • Power Point • Presentation • Keynotes • Activity Based • Presentations • Assignment • Quiz 			
Pre-requisites (Self Learning):			
III. COURSE CONTENT			
Module-1: Introduction to Leadership and Theories			08 Hours
Introduction to Leadership: Definition, Importance of leadership, traits of effective leaders, University of Michigan and Ohio studies, Leadership grid, Leadership and motivation, Content and process theories, Reinforcement theory, Contingency leadership theories and models, Leadership continuum theory, Normative leadership theory, Leadership substitute theory, Transactional and Transformational Leadership, E-Leadership.			
RBT Levels: L1 – Remembering, L2 – Understanding			
Module-2: Changing Organisations			08 Hours
Defining Organisational Change, The Roots of Organisation Change, Environmental Forces, Driving Change Today, The Implications of Worldwide Trends for Change Management, Four Types of Organisational Change, Planned Changes and Intended Results, Organisation Change Roles, Change Initiators, Change Implementers, Change Facilitators, Change Recipients, The			

Requirements for Becoming a Successful Change Leader.									
RBT Levels: L1 – Remembering, L2 – Understanding									
Module 3: Models of Change								08 Hours	
Kurt Lewin’s Three-step Model, Six-box Model of Marvin Weisbord, The McKinsey 7-S Model, Huse’s Model of Planned Organizational Change, Action Research Model, David Nadler and Michael Tushman Model, Porras and Silvers Model, Burke–Litwin Causal Model, John Kotter’s Eight-step Theory, Managing Change with ADKAR Model, Integrated Model of Change, Transition Management									
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying									
Module-4: Measuring Change								08 Hours	
Levels and characteristics of organizational change, models of organizational change, systems theory and social construction approaches, the organizations’ readiness for change, creating, measurement tools to use in change process, strategy maps, the balanced scorecard, organizational change agent, orienting yourself to organization change, data gathering, diagnosis and feedback									
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying									
Module-5: Organisation Development (OD) and Consulting Process								08 Hours	
Concept of OD, History of OD, Laboratory Training and T-Groups Action Research and Survey Feedback, Values Important to the OD Practitioner, Core Values of O D, Changes to OD Values. The OD Consulting Process and Action Research, Data Gathering - Data Gathering Methods and Process, Ethical Issues with Data Gathering, Diagnosis and Feedback, assessment, ethical issues with diagnosis and giving feedback, OD Intervention – Team Interventions, Communication in OD Process, OD association in India									
RBT Levels: L2 – Understanding, L3 – Applying									
IV. COURSE OUTCOMES									
CO1	Analyse the organizational leadership style and traits, its impact on the followers by using leadership theories and instruments.								
CO2	Gain conceptual insight of change management models, OD Processes and interventions.								
CO3	Develop the understanding of OD to apply OD aspects in private and public sectors in India.								
CO4	Analyse the tools and techniques available to implement changes in the organization environment.								
CO5	Handle the OD interventions by analysing the role of OD consultant.								
V. CO-PO-PSO MAPPING									
PO/PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1			2				2	2	
CO2	1				2	2			
CO3			2				2		
CO4				3				2	
CO5		2		2					3
VI. Assessment Details (CIE & SEE)									
General Rules: Refer appendix section1									
Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines									
Semester End Examination(SEE): Annexure CIE & SEE Guidelines									

VII. Learning Resources:**VII(a): Textbooks:**

Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
01.	Leadership: Theory and Practices Leadership for Organisations	Peter G. Northouse	7/e, 2016	Sage Publication
02.	Change Management and Organisational Development	Ratan Raina Texts	2018	SAGE
03.	Organisational Change- An Action Oriented Toolkit,	Gene Deszca, Cynthia Ingols, Tupper F. Cawsey	Inc 2019	SAGE
04.	Organisation Development	Donald L. Anderson	2013	SAGE

VII(b): Reference Books:

01.	Toolkit for Organisational Change	T. F. Cawsey, Gene Deszca	2007	SAGE
02.	Organisation Development and Organisational Change	Donald L. Anderson and Tupper F. Cawsey	1/e, 2014	SAGE

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

- 1) <https://www.youtube.com/watch?v=90Ra5fT2DGA>
- 2) https://www.msmgf.org/files/msmgf/documents/org_dev/organisationalchange_and_development.pdf
- 3) https://www.researchgate.net/publication/324166817_organisational_change_and_development

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

- **Activity based:** seminar, assignments, quiz, case studies
- **Practical Based:** Group Discussion on “Change Management”



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MASTER OF BUSINESS ADMINISTRATION

Semester:	IV	Course Type:	PCC
Course Title: Design Thinking and Innovation			
Course Code:	25MBAC401	Credits:	03
Teaching Hours/Week (L:T:P:S) {O – Other pedagogies, mention @}	3:0:0:0	Total Hours:	40
CIE Marks:	50	SEE Marks:	50
SEE Type:	Theory	Total Marks:	100
Exam Hours:			03
I. Course Objectives:			
1) To gain the fundamentals of design thinking and its evolution in fostering innovation within business contexts. 2) To Acquire skills in ideation, creative problem-solving, and rapid prototyping techniques to generate innovative solutions to complex business challenges. 3) To Develop proficiency in applying design thinking principles to empathize with users, identify their needs, and create human-centered solutions. 4) To Explore the role of innovation in contemporary business environments, including various types of innovation and their significance for organizational success. 5) To equip students to the opportunities to ideate and find solutions by applying DT. 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.			
II. Teaching-Learning Process (General Instructions):			
<ul style="list-style-type: none"> 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 and Project-Based Learning Cross-Disciplinary Collaboration 			
Pre-requisites (Self Learning): Basic Understanding of Business Concepts: Familiarity with fundamental business concepts such as marketing, strategy, operations, and organizational behavior can provide context for understanding how design thinking and innovation fit into the broader business landscape.			
III. COURSE CONTENT			
Module-1: Introduction to Design Thinking and Innovation			08 Hours
Introduction, 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.	
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying	
Module-2:Sense Intent & Know Context Mode	08 Hours
<p>Sense Intent: Mindsets, Sensing Changing Conditions, Seeing Overviews, Foreseeing Trends, Reframing Problems, Forming an Intent.</p> <p>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>Know Context: Mindsets, Knowing Context History, Understanding Frontiers, Seeing System Overviews, Understanding Stakeholders, Using Mental Models.</p> <p>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, Interest Groups Discussion.</p>	
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying, L4 - Analysing	
Module-3:Know People & Frame Insights Mode	08 Hours
<p>Know People: Mindsets, Observing Everything, Building Empathy, Immersing in Daily Life, Listening Openly, Looking for Problems and Needs.</p> <p>Know People: Methods, Research Participant Map, Research Planning Survey, User Research Plan, Five Human Factors, POEMS, Field Visit, Video Ethnography, Ethnographic Interview, User Pictures Interview, Cultural Artefacts, Image Sorting, Experience Simulation, Field Activity, User Observations Database.</p> <p>Frame Insights: Mindsets, Exploring Systems, Looking for Patterns, Constructing Overviews, Identifying Opportunities, Developing Guiding Principles.</p> <p>Frame Insights Methods: Observations to Insights, Insights Sorting, User Observation Database Queries, User Response Analysis, ERAF Systems Diagram, Descriptive Value Web, Entities Position Map, Venn Diagramming, Tree/Semi-Lattice Diagramming, Symmetric Clustering Matrix, Asymmetric Clustering Matrix, Activity Network, Insights Clustering Matrix, Semantic Profile, User Groups Definition, User Journey Map, Summary Framework, Design Principles Generation, Analysis Workshop.</p>	
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying, L4 - Analysing	
Module-4:Explore Concepts & Frame Solutions Mode	08 Hours
<p>Explore Concepts: Challenging Assumptions, Standing in the Future, Exploring Concepts at the Fringes, Seeking Clearly Added Value, Narrating Stories about the Future.</p> <p>Explore Concepts Methods: Principles to Opportunities, Opportunity Mind Map, Value Hypothesis, Persona Definition, Ideation Session, Concept-Generating Matrix, Concept Metaphors and Analogies, Role-Play Ideation, Ideation Game, Puppet Scenario, Behavioral Prototype, Concept Prototype, Concept Sketch, Concept Scenarios, Concept Sorting, Concept Grouping Matrix.</p> <p>Frame solutions: Mindsets, Conceiving Holistic Solutions, Conceiving Options, Making Value Judgments, Envisioning Scenarios, Structuring Solutions,</p> <p>Frame solutions Methods: Morphological Synthesis, Concept Evaluation, Prescriptive Value Web, Concept-Linking Map, Foresight Scenario, Solution Diagramming, Solution Storyboard, Solution Enactment, Solution Prototype, Solution Evaluation, Solution Roadmap, Solution Database, Synthesis Workshop. Realize Offerings: Mindsets, Reiterating Prototypes, Evaluating in Reality, Defining Strategies, Implementing in Reality, Communicating Vision, Realize Offerings: Methods, Strategy Roadmap, Platform Plan, Strategy Plan Workshop, Pilot Development and Testing,</p>	

Implementation Plan, Competencies Plan, Team Formation Plan, Vision Statement, Innovation Brief.									
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying, L4 - Analysing									
Module-5:Application of Design Thinking								08 Hours	
Design Thinking for Sustainable Business Practices; Designing Sustainable Products and Services, Circular Economy Design Thinking, Sustainable Supply Chain Management, Socially Responsible Business Practices.									
Design Thinking for Social Innovation; Designing Solutions for Social Challenges, Humanitarian Design and Crisis Response, Designing for Environmental Sustainability, Design Thinking for Global Development.									
Design Thinking for Government and Public Services; Design Thinking in Public Policy and Governance, Designing Citizen-Centric Policies-Creation in Policy Making, Service Design for Government Agencies, Designing for Public Engagement and Participation, Policy Prototyping and Iteration, Case Studies in Government Design Thinking									
Design Thinking in Healthcare and Wellness; Design Thinking in Patient Experience Design, Designing Empathetic Healthcare Experiences, Improving Patient Engagement and Satisfaction, Case Studies in Patient Experience Design Thinking									
Design Thinking for Business Strategy; Strategic Design Thinking, Design Thinking for Business Model Innovation, Designing for Competitive Advantage, Design Thinking for Strategic Planning, Scenario Planning and Futures Thinking.									
Design Thinking for Retail Experience; Designing Innovative Retail Spaces and Pop-ups, Personalized Shopping Experiences with Design Thinking, Omnichannel Retail Strategy and Implementation, Designing Sustainable Supply Chains in Fashion Retail, Case Studies in Retail Experience Design Thinking									
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying, L4 - Analysing									
IV. COURSE OUTCOMES									
CO1	Understand the Design Thinking process from business management perspective.								
CO2	Apply the knowledge and skills of DT in prototype development for product/service innovations.								
CO3	Analyse sustainable and societal challenges and find solutions								
CO4	Evaluate the pros and cons for sustainable development by applying DT.								
CO5	Evaluate the effectiveness and feasibility of design solution applications across various domains.								
V. CO-PO-PSO MAPPING									
PO/PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	2				2	3			
CO2	2		2				2		
CO3	2	3		3				2	
CO4		2		2					3
CO5		2	3	2	3				2
VI. Assessment Details (CIE & SEE)									

General Rules: Refer appendix section1				
Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines				
Semester End Examination(SEE): Annexure CIE & SEE Guidelines				
VII. Learning Resources:				
VII(a): Textbooks:				
Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
01.	Design Thinking at Work	Dunne, David (Author)	232 Pages – 10/20/2021 (Publication Date) –	Rotman-UTP Publishing (Publisher)
02.	101Design Methods – A Structured Approach to Driving Innovation in your Organization	Vijay Kumar	2013	John Wiley & Sons
03.	The Design of Business: Why Design Thinking is the Next Competitive Advantage	Martin, Roger L. (Author)	English (Publication Language) 208 Pages – 10/13/2009 (Publication Date) –	Harvard Business Review Press (Publisher)
VII(b): Reference Books:				
01.	Design Thinking – Integrating innovation, Customer experience, & Brand Value	Thomas Lockwood	2009	Allworth Press
02.	Design Thinking Methodology	Emrah Yayici	2016	ArtBiz Tech
VII(c): Web links and Video Lectures (e-Resources):				
<ul style="list-style-type: none"> • https://www.youtube.com/watch?v=zbcCdoHeS4w • https://www.youtube.com/results?search_query=design+thinking+and+innovation 				
VIII: Activity Based Learning / Practical Based Learning/Experiential learning:				
Seminars, Workshops, Assignments, Quiz and Assessments, Case Studies				



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MASTER OF BUSINESS ADMINISTRATION

Semester:	IV	Course Type:	PCC
Course Title: International Business			
Course Code:	25MBAC402	Credits:	03
Teaching Hours/Week (L:T:P:S)	3:0:0:1	Total Hours:	40
CIE Marks:	50	SEE Marks:	50
SEE Type:	Theory	Total Marks:	100
		Exam Hours:	03
I. Course Objectives:			
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			
II. Teaching-Learning Process (General Instructions):			
<ul style="list-style-type: none"> • Presentation • Case study • Assignment 			
Pre-requisites (Self Learning): Understanding & application of the concept, setting goal & personal commitment			
III. COURSE CONTENT			
Module-1: Introduction to International Business			08 Hours
Evolution, Meaning, Importance, Nature and Scope of International Business, Characteristics of International Business, Factors affecting International Business, Changing Scenario of International Business, Advantages of International Business, Challenges in International Business, Modes of Entry into International Business, Internationalisation Process.			
RBT Levels: L1 – Remembering, L2 – Understanding			
Module-2: International Business Environment			08 Hours
Introduction, Meaning and Components of International Business Environment, PESTEL Analysis, Political Environment, Legal Environment, Economic Environment, Technological Environment, Socio and Cultural Environment, Ethics in International Business and CSR in International Business.			
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying			
Module-3: Theories of International Business			08 Hours
Introduction, Mercantilism, Theory of absolute cost advantage, Comparative cost advantage theory, Comparative cost advantage with money, Relative factor endowment theory, Product life cycle theory, Global strategic rivalry theory, Porter's National Competitive Advantage Theory, GATT, WTO, TRIPS & TRIMS.			
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying, L4 - Analysing			
Module-4: Introduction to Emerging Technologies for Business			08 Hours
Evolution of technologies; Introduction to Industrial revolution; Historical background of the Industrial Revolution; Introduction to Fourth industrial revolution (IR 4.0); Role of data for			

Emerging technologies; Enabling devices and networks for emerging technologies (programmable devices); Human to Machine Interaction; Future trends in emerging technologies.

RBT Levels: L1 – Remembering, L2 – Understanding, L4 - Analysing

Module-5: International Business Environment

08 Hours

Multi-National Corporations: Definition and Meaning, factors that contributed to positive growth of MNCs, Importance of MNCs, Advantages and disadvantages of MNCs, MNCs in India, Transfer of Technology, Global Competitiveness, Technology of Global competitiveness.

RBT Levels: L1 – Remembering, L2 – Understanding

IV. COURSE OUTCOMES

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

V. CO-PO-PSO MAPPING

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

VI. Assessment Details (CIE & SEE)

General Rules: Refer appendix section1

Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines

Semester End Examination(SEE): Annexure CIE & SEE Guidelines

VII. Learning Resources:

VII(a): Textbooks:

Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
01.	Economic Environment	Mishra & Puri		HPH
02.	Indian Economy	V K Puri & S K Mishra	39 th Edition	HPH
03.	Business Environment	Paul	2 nd Edition	Tata McGraw Hill

VII(b): Reference Books:

01.	Business Environment	Shaikh Saleem		Pearson
02.	Business Environment	Suresh Bedi	1 st edition	Excel Books

03.	Business Environment	A C Fernando		Pearson
VII(c): Web links and Video Lectures (e-Resources):				
<ul style="list-style-type: none"> • https://books.google.com.jm/books?id=ymyn7ylOmmkC&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				



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MASTER OF BUSINESS ADMINISTRATION

Semester:	IV	Course Type:	PEC
Course Title: Strategic Brand Management			
Course Code:	25MBAM403	Credits:	03
Teaching Hours/Week (L:T:P:S)	3:0:0:1	Total Hours:	40
CIE Marks:	50	SEE Marks:	50
SEE Type:	Theory	Exam Hours:	03
I. Course Objectives:			
<ul style="list-style-type: none"> To appreciate the relationship between corporate strategy and Brand Management. To explore the various issues related to Brand Management, brand association, brand identity, brand architecture, leveraging brand assets, brand portfolio management. To develop familiarity and competence with the strategies and tactics involved in building, leveraging and defending strong brands in different sectors. 			
II. Teaching-Learning Process (General Instructions):			
Pre-requisites (Self Learning):			
III. COURSE CONTENT			
Module-1: Introduction to Strategic Brand Management			08 Hours
Meaning of Brand, Concepts, Evolution of Brands, Functions of Brand to consumer, Role of Brand, Brand Resilience, Product Vs Brand. Branding- Meaning, Creation of Brands through goods, services, people, Organization, Retail stores, places, online, entertainment, ideas, challenges to Brand builders, Brand Management-Meaning & Definition. Strategic Brand Management-Meaning, Strategic Brand Management Process, Strong Indian Brands, Branding in the age of AI and Automation.			
RBT Levels: L1 – Remembering, L2 – Understanding			
Module-2: Concept of Brand Equity and Positioning			08 Hours
Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks Resonance, Judgments, Feelings, performance, imagery, salience, Brand Building Implications, David Aaker's Brand Equity Model. Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism. Brand positioning: Meaning, Point of parity & Point of difference, positioning guidelines, Brand Value: Definition, Core Brand values, Brand mantras, Internal branding.			
RBT Levels: L1 – Remembering, L2 – Understanding			
Module-3: Meaning of Brand Knowledge			08 Hours
Dimensions of Brand Knowledge, Meaning of Leveraging Secondary Brand Knowledge & Conceptualizing the leverage process. Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, Packaging.			
RBT Levels: L2 – Understanding, L3 – Applying, L4 - Analysing			
Module-4: Designing and Sustaining Branding Strategies			08 Hours
Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing Brands			

overtime. Brand Architecture and brand consolidation. Brand Imitations: Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry, First movers advantages, Free rider effects, Benefits for later entrants, Imitation Strategies.

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

Module-5: Making Brands go Global

08 Hours

Global Branding: Meaning, benefits and potential drawbacks of global branding, How do you make brands go global?, Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favoring marketing, Guidelines for a global branding, pathways to globalization, barriers to globalization, managerial blockages. Making brands Luxury: Luxury definition and relativity, luxury goods and luxury brands, Luxury Brand Management, Significance of luxury brands in the global market, basic psychological phenomena associated with luxury purchase.

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

IV. COURSE OUTCOMES

CO1	Comprehend & correlate all the management functions to brand creation
CO2	Ability to develop the branding strategies
CO3	Demonstrate their acumen in applying managerial and behavioural concepts in creating brand equity
CO4	Ability to analyse the global brands and their SWOT.

V. CO-PO-PSO MAPPING

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

VI. Assessment Details (CIE & SEE)

General Rules: Refer appendix section1

Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines

Semester End Examination(SEE): Annexure CIE & SEE Guidelines

VII. Learning Resources:

VII(a): Textbooks:

Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
01.	Strategic Brand Management, Building Measuring & Managing	Kevin Lane Keller	Latest Edition	Pearson Education
02.	Strategic Brand Management	Jean, Noel, Kapferer	Latest Edition	Kogan Page India
03.	Brand Building and Advertising Concepts and Cases	M B Parameswaran	Latest Edition	Tata McGraw Hill Publication

VII(b): Reference Books:

01.	Brand Imitations	Dr.S S Kaptan, Dr.Pandey	1/e, 2004	HPH
VII(c): Web links and Video Lectures (e-Resources):				
<ul style="list-style-type: none"> • https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGS9u7HAX.;_ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2finfolerders.com%2febooks%2fstrategic-brand-management-keller-4th-edition-pdf-freedownload%2f/RK=2/RS=U5OgBIEUZ62VbrTFMU6vraNPfSU • https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGTdu7HAX.;_ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2finfolerders.com%2febooks%2fstrategic-brand-management-kevin-lanekellerpdf%2f/RK=2/RS=sD1VpREzcn0kxS0pjjXk6qwLD8Y- • https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGVdu7HAX.;_ylu=Y29sbwNzZzMEcG9zAzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2fsites.google.com%2fsite%2fonlineamazonbookdownload%2f-pdf-download-strategic-brandmanagement-pdf-by-kevin-lanekeller/RK=2/RS=z1m_wwr1.oNfn.v1DhFqibGa90ENot 				
VIII: Activity Based Learning / Practical Based Learning/Experiential learning:				
<ul style="list-style-type: none"> • Go to a supermarket and find the brand elements in various brands of soaps, mobiles, jeans, and other product. • If you would start an MBA College, what would the positioning be with POP's and POD's? • Pick up your college, analyse its positioning and how would you reposition it? • Pick a multiproduct company and as completely as possible analyze its brand portfolio and brand extensions? • Consider some groups like Tata's , Birla's, Infosys etc – what is their branding strategy. • Students are supposed to assess the product life cycle and appraise alternative approaches to luxury brand management. • Students can select any two popular brands and identify and examine the criteria for success in the luxury brand industry. 				



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MASTER OF BUSINESS ADMINISTRATION

Semester:	IV	Course Type:	PEC
Course Title: Integrated Marketing Communication			
Course Code:	25MBAM404	Credits:	03
Teaching Hours/Week (L:T:P:S)		3:0:0:1	Total Hours: 40
CIE Marks:	50	SEE Marks:	50
SEE Type:	Theory		Total Marks: 100
		Exam Hours:	03
I. Course Objectives:			
1) To build a comprehensive framework for integrated marketing communications. 2) To study the advertising, publicity, personal selling, direct marketing and sales promotion. 3) To enhance knowledge of emerging trends in integrated marketing communications. 4) To acquaint the students with the latest internet and e-marketing techniques, ethically way of handling business			
II. Teaching-Learning Process (General Instructions):			
<ul style="list-style-type: none"> Chalk & Talk Method Power Point Presentations Keynotes Activity Based Presentations Assignment Beyond Syllabus 			
Pre-requisites (Self Learning): Understanding & application of the concept, setting goal & personal commitment			
III. COURSE CONTENT			
Module-1: Integrated Marketing Communication			08 Hours
Role of IMC in marketing process, IMC planning model, Marketing and promotion Process model. Communication Process, steps involved in developing IMC programme, Effectiveness of marketing communications Advertising: Purpose, Role, Functions, Types, Advertising appeal in various stages of PLC.			
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying, L4 - Analysing			
Module-2: Advertising Agency			08 Hours
Advertising Agency: Type of agencies, Services offered by various agencies, Criteria For selecting the agencies and evaluation.			
Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used.			
RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analysing, L5 - Evaluating			
Module-3: Media Planning			08 Hours
Factors considered in Media Planning, Developing Media plan, Importance, Problems encountered, Advertising Media, Media Evaluation-Print, Broadcast media, Support media in advertising. Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.			
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying, L4 - Analysing			
Module-4: Direct Marketing			08 Hours

Direct Marketing: Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies. Promotion: Meaning, Importance, tools used, Conventional/unconventional, drawbacks, push pull strategies, Co-operative advertising, Integration with advertising and publicity Public relation/ Publicity:-Meaning, Objectives, tools of public relations, Public Relation strategies, Goals of publicity.

RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analysing, L5 - Evaluating

Module- 5: International Advertising

08 Hours

Global environment in advertising, Decision areas in international advertising.

Industrial advertising: B 2 B Communication, Special issues in Industrial selling.

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

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

Advertising Laws & Ethics: Advertising & Law, Advertising & Ethics.

RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analysing, L5 - Evaluating

IV. COURSE OUTCOMES

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

V. CO-PO-PSO MAPPING

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

VI. Assessment Details (CIE & SEE)

General Rules: Refer appendix section1

Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines

Semester End Examination(SEE): Annexure CIE & SEE Guidelines

VII. Learning Resources:

VII(a): Textbooks:

Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
01.	Advertising and Promotions IMC Perspectives:	Belch and Belch,	9/e,2012	Tata McGraw Hill
02.	Advertising & Integrated Brand Promotion	O'Guinn, Allen, Semenik,	2008	Cenage Learning
03.	Integrated Advertising, Promotion, and	Kenneth E Clow, Donald E Baack	9 th edition 2022	Pearson

	Marketing Communications, Global Edition			
VII(b): Reference Books:				
01.	Integrated Marketing Communications.	Niraj Kumar,	2013	HPH,
02.	Advertising Management	Jaishri Jethwaney & Shruti Jain,	Latest Edition	Oxford University Press
VII(c): Web links and Video Lectures (e-Resources):				
<ul style="list-style-type: none"> • https://www.digimat.in/nptel/courses/video/110107158/L04.html • https://www.academia.edu/13180608/E_Book_IMC_Integrated_Marketing_Communication • https://www.pdfdrive.com/integrated-marketing-communications-d41011351.html • https://www.digimat.in/nptel/courses/video/110107158/L03.html • https://www.youtube.com/watch?v=GyxdlocMSpY • https://www.youtube.com/watch?v=dQNRWF1BaTc 				
VIII: Activity Based Learning / Practical Based Learning/Experiential learning:				
<ul style="list-style-type: none"> • 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. 				



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MASTER OF BUSINESS ADMINISTRATION

Semester:	IV	Course Type:	PEC
Course Title: Global Marketing Management			
Course Code:	25MBAM405	Credits:	03
Teaching Hours/Week (L:T:P:S)	3:0:0:1	Total Hours:	40
CIE Marks:	50	SEE Marks:	50
SEE Type:	Theory	Exam Hours:	03
I. Course Objectives:			
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. 4) To impart knowledge of the Global Environmental Drivers.			
II. Teaching-Learning Process (General Instructions):			
<ul style="list-style-type: none"> Chalk & Talk Method Power Point Presentation Keynotes Activity Based Presentations Assignment Subject Viva Voce Beyond Syllabus 			
Pre-requisites (Self Learning): From brand management to consumer behaviour, this course provides Students with the essential skills that are needed for a career in international marketing.			
III. COURSE CONTENT			
Module-1: Introduction to International Marketing			08 Hours
Scope, Challenges, Reasons and Motivations, Concepts to the management of international marketing function, differences between international marketing and domestic marketing – transition from domestic to international markets - World Trade and India's foreign trade: an overview.			
RBT Levels: L1- Remembering, L2 – Understanding, L3 – Applying, L4 – Analysing			
Module-2: International Trade Theories and Market Research			08 Hours
International Trade Theories- Absolute cost-comparative Cost- H-O Theorem- New Trade Theories- Porter's Diamond Theory- Managerial Implications. Developing a global vision through market research: Breadth and scope of international marketing research , problems in availability and use of secondary data, problems in gathering primary data , multi-cultural research – a special problem , research on internet – a new opportunity , estimating market demand, responsibility for conducting marketing research.			
RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analysing, L5 - Evaluating			
Module-3: Planning and Organisation			08 Hours
Planning and organization: Global perspective – global gateways – global marketing management – an old debate and a new view – planning for global markets – alternative market entry strategies –			

organizing for global competition. Global marketing environment – cultural Environment Political and Legal Environment, Economic Environment- Modes of entry in to foreign business.									
RBT Levels: L1- Remembering, L2 – Understanding, L3 – Applying, L4 – Analysing									
Module-4: International Product Policy for Consumers								08 Hours	
Quality – green marketing and product development, products and culture – analyzing product components for adaptation – products for consumers in global markets, product development, product adaptation, product standardization, Cross country segmentation, Product life cycle in International Marketing, International Packaging.									
RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analysing									
Module-5: Implementing Global Marketing Strategies								08 Hours	
Negotiation with Customers and Selection Method, Cultural and International Negotiations, E-Marketing Channels Organization, Implementing Global Marketing Program, Export Documentation, Export Procedures, Steps in processing an Export Order.									
RBT Levels: L1- Remembering, L2 – Understanding, L3 – Applying, L4 – Analysing									
IV. COURSE OUTCOMES									
CO1	Understand the differences between domestic marketing and international marketing.								
CO2	Understand the concept of international pricing and distribution decision.								
CO3	Acquire the knowledge of import export documentation.								
CO4	Understand the relevance of International Marketing Mix, distribution promotion strategies.								
V. CO-PO-PSO MAPPING									
PO/PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3					2			
CO2		2	3				3		
CO3		3	2		2	2			1
CO4				1					
VI. Assessment Details (CIE & SEE)									
General Rules: Refer appendix section1									
Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines									
Semester End Examination(SEE): Annexure CIE & SEE Guidelines									
VII. 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,	Daniel Baack, Barbara Czarnecka, Donal Baack,			2e, 2019.		Sage		
02.	International Marketing	Catero, Graham			Latest Edition		Tata Mc Graw Hill		
03.	International Marketing	Michael R. Czinkota, Ilkka A. Ronkainen			10/e,2017		Cengage		
VII(b): Reference Books:									
01.	International Marketing	Justin Paul, Ramneek Kapoor			2e,2012		TNH		
02.	International Marketing: Analysis and Strategy	Sak Onkvisit, Johnshaw,			Biztantra		Latest Edition		

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

- https://onlinecourses.nptel.ac.in/noc22_mg104/preview
- https://onlinecourses.nptel.ac.in/noc22_mg78/preview
- https://learninglink.oup.com/access/king-lawley3e-student-resources#tag_all-chapters

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

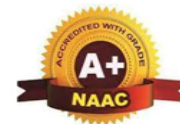
Studying organizational structures of any 10 companies and classifying them into different types of organizations which are studied in Module 2 and justifying why such structures are chosen by those organizations.

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.



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MASTER OF BUSINESS ADMINISTRATION

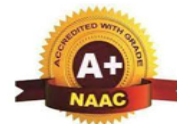
Semester:	IV	Course Type:	PEC		
Course Title: Logistics and Supply Chain Management					
Course Code:	25MBAM406		Credits:		03
Teaching Hours/Week (L:T:P:S)			3:0:0:1	Total Hours:	40
CIE Marks:	50	SEE Marks:	50	Total Marks:	100
SEE Type:	Theory			Exam Hours:	03
I. Course Objectives:					
<ul style="list-style-type: none">To understand the basic concepts of logistics and supply chain managementTo provide insights for establishing efficient, effective and sustainable supply chains.To comprehend the role of Information Technology in warehousing, transportation and Inventory management in SCM.To gain knowledge about international logistics and environment					
II. Teaching-Learning Process (General Instructions):					
<ul style="list-style-type: none">Chalk & Talk MethodPower Point PresentationKeynotesActivity Based PresentationsAssignmentSubject Viva VoceBeyond Syllabus					
Pre-requisites (Self Learning):					
III. COURSE CONTENT					
Module-1: Introduction to Logistics Management					08 Hours
Meaning of Logistics, Definition of Logistics, Objectives of Logistics, Types of Logistics, Need for Logistics Management, Evolution of logistics toward Supply chain Management, Trends and Issues in Supply Chain.					
RBT Levels: L1- Remembering, L2 – Understanding					
Module-2: Strategic Logistic Plan					08 Hours
Operating objectives of logistics planning, Flow of logistics planning, Developing Logistic strategy, Logistics System Design and Administration, logistic environment assessment, Pricing in logistics, Warehousing– scope, primary functions. Efficient Warehouse Management System, Types of Warehouses. Logistics and Environment, Methods and tools facilitating International Logistics and its challenges.					
RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analysing					
Module-3: Introduction to Supply Chain Concepts					08 Hours
Significance and key challenges. Scope of SCM-historical perspective, essential features, Drivers of SCM, decision phases–process view, supply chain frame work, key issues in SCM and benefits. Managing uncertainty in Supply Chain, (Bullwhip Effect), Impact of uncertainties, forecasting in Supply Chain, Innovations in Supply Chain. Sourcing Decisions in Global SCM, Key issues in					

Global sourcing, Outsourcing. Network design in the supply chain, factors affecting the network design decisions.									
RBT Levels: L1- Remembering, L2 – Understanding, L3 – Applying									
Module-4: Introduction to Inventory Concepts								08 Hours	
Various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point / re-order level fixation, ABC analysis, SDE/VED Analysis. Goals, need, impact of inventory management on business performance. Types of Inventory, Alternative approach for classification of inventories, components of inventory decisions, inventory cost management, business response to stock out, replenishment of inventory, material requirements planning.									
RBT Levels: L1- Remembering, L2 – Understanding, L3 – Applying, L4 – Analysing									
Module-5: Introduction to Distribution Management								08 Hours	
Designing the distribution network, role of distribution, factors influencing distribution, design options, distribution networks in practice. HUB & SPOKE V/S Distributed Warehouses. Mode of transportation and criteria of decision. Transportation Infrastructure .Factors impacting road transport cost, Packaging Issues in Transportation, role of containerization, Hazards in transportation, State of Ocean Transport, global alliances.									
RBT Levels: L1- Remembering, L2 – Understanding, L3 – Applying, L4 – Analysing									
IV. COURSE OUTCOMES									
CO1	Demonstrate knowledge of the functions of logistics and supply chain management.								
CO2	Relate concepts and activities of the supply chain to actual organizations								
CO3	Analyse the role of technology in logistics and supply chain management.								
CO4	Evaluate cases for effective supply chain management and its implementation.								
V. CO-PO-PSO MAPPING									
PO/PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3
VI. Assessment Details (CIE & SEE)									
General Rules: Refer appendix section1									
Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines									
Semester End Examination(SEE): Annexure CIE & SEE Guidelines									
VII. Learning Resources:									
VII(a): Textbooks:									
Sl. No.	Title of the Book	Name of the author			Edition and Year		Name of the publisher		
01.	A Logistic approach to Supply Chain Management	Coyle, Bardi, Longley			Latest edition		Cengage Learning		
02.	Supply Chain Management-Strategy, Planning and Operation	Sunil Chopra, Peter Meindl, D.V.Kalr			Latest edition		Pearson		

VII(b): Reference Books:				
01.	Supply chain Logistics Management	Donald J Bowersox	4 th Edition	Mc Graw Hill
VII(c): Web links and Video Lectures (e-Resources):				
<ul style="list-style-type: none"> • https://r.search.yahoo.com/_ylt=AwrX.GMrk_Niq2gI7Te7HAX.;_ylu=Y29sbwNzZzMEcG9zAzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660158891/RO=10/RU=https%3a%2f%2fwww.researchgate.net%2fpublication%2f270876147_Supply_Chain_Management_4th_edition/RK=2/RS=l5xJm6fL0veF5TOaSQK.2R1Giqo- • https://r.search.yahoo.com/_ylt=AwrX.GMrk_Niq2gI7je7HAX.;_ylu=Y29sbwNzZzMEcG9zAzQEdnRpZAMEc2VjA3Ny/RV=2/RE=1660158891/RO=10/RU=https%3a%2f%2fwww.oracle.com%2fwebfolder%2fs%2fassets%2febook%2fscm-completeguide%2fpdf%2fscmguide.pdf/RK=2/RS=ztnJiPlSXhKgq3LJKrxxE5MspDo- • https://r.search.yahoo.com/_ylt=AwrX.GMrk_Niq2gI7ze7HAX.;_ylu=Y29sbwNzZzMEcG9zAzUEdnRpZAMEc2VjA3Ny/RV=2/RE=1660158891/RO=10/RU=http%3a%2f%2ftrainingtancang.com%2fupload%2fnews%2febook-principles-of-supply-chain-management9010.pdf/RK=2/RS=Drwv0C_5itZTS4CPslKgOZLYxQM • www.proquest.com 				
VIII: Activity Based Learning / Practical Based Learning/Experiential learning:				
Seminars, Field Work and PPTs				



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MASTER OF BUSINESS ADMINISTRATION

Semester:	IV	Course Type:	PEC
Course Title: Mergers, Acquisitions and Corporate Restructuring			
Course Code:	25MBAF403	Credits:	03
Teaching Hours/Week (L:T:P:S)		3:0:0:1	Total Hours: 40
CIE Marks:	50	SEE Marks:	50
SEE Type:	Theory		Total Marks: 100
		Exam Hours:	03
I. Course Objectives:			
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 amalgamation. 4) To use appropriate defensive strategies against hostile takeovers.			
II. Teaching-Learning Process (General Instructions):			
<ul style="list-style-type: none"> Chalk and Talk PowerPoint Presentations Beyond Syllabus Presentations 			
Pre-requisites (Self Learning): Graduates should be aware of basic difference between Mergers and Acquisitions.			
III. COURSE CONTENT			
Module-1: Introduction to Mergers and Acquisitions (M & A)			06 Hours
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).			
RBT Levels: L1 – Remembering, L2 – Understanding			
Module-2: Merger Process			6 Hours
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).			
RBT Levels: L1 – Remembering, L2 – Understanding			
Module-3: Acquisitions / Takeovers			8 Hours
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).			
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying			
Module-4: Financial Evaluation of M & A			12 Hours
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).			
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Applying, L4 – Analysing			

Module-5: Corporate Restructuring							8 Hours		
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, Introduction to cross – borders mergers and acquisitions. (Theory).									
RBT Levels: L1 – Remembering, L2 – Understanding									
IV. COURSE OUTCOMES									
CO1	Understand M & A with its different classifications, strategies, theories, synergy etc.								
CO2	Critically evaluate the different types of acquisitions / takeovers								
CO3	Conduct financial evaluation of M & A.								
CO4	Analyse the results after evaluation of M & A.								
CO5	Evaluate the different modes of Corporate Restructuring.								
V. CO-PO-PSO MAPPING									
PO/PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3			2		2			
CO2		2					2		
CO3	1							1	
CO4					2				1
CO5	2			2				2	
VI. Assessment Details (CIE & SEE)									
General Rules: Refer appendix section1									
Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines									
Semester End Examination(SEE): Annexure CIE & SEE Guidelines									
VII. Learning Resources:									
VII(a): Textbooks:									
Sl. No.	Title of the Book	Name of the author			Edition and Year		Name of the publisher		
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		
03.	Mergers, Acquisitions & Corporate Restructuring – Text and Cases	Chandrashekar, Krishnamurthy & Vishwanath s			2/e, 2017		Sage Publications		
VII(b): Reference Books:									

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

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

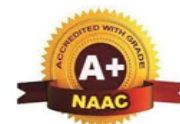
- 1) <https://www.mca.gov.in/MinistryV2/mergers+and+acquisitions.html>
- 2) <https://imaa-institute.org/e-library-m-and-a/>
- 3) <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/mergers-acquisitions/us-making-the-deal-work-strategy.pdf>
- 4) <https://corporatefinanceinstitute.com/resources/knowledge/deals/motives-for-mergers/>

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 ||
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MASTER OF BUSINESS ADMINISTRATION

Semester:	IV	Course Type:	PEC
Course Title: Fintech and Digital Finance			
Course Code:	25MBAF404	Credits:	03
Teaching Hours/Week (L:T:P:S)	3:0:0:1	Total Hours:	40
CIE Marks:	50	SEE Marks:	50
SEE Type:	Theory	Total Marks:	100
SEE Type:		Exam Hours:	03
I. Course Objectives:			
1) To familiarize the students with the evolution, ecosystem, business models and key drivers of fintech. 2) To the technical knowledge of digital payments and open networks for digital transactions. 3) To analyze the regulatory and ethical challenges in digital finance. 4) To evaluate and compare the technological advancements in finance landscape.			
II. Teaching-Learning Process (General Instructions):			
<ul style="list-style-type: none"> Chalk and Talk Power Point Presentations Beyond Syllabus Presentations Industry Experts Seminars Workshops 			
Pre-requisites (Self Learning): Graduates should be aware of Emerging trends in Behavioral finance and fintech.			
III. COURSE CONTENT			
Module-1: Introduction to FinTech Ecosystem			06 Hours
Evolution of Financial Services and FinTech, Drivers of FinTech: Technology, Regulation, Consumer Behavior, FinTech Ecosystem: Startups, Big Tech, Banks, Regulators, Business Models in Digital Finance. Key FinTech Segments: Payments, Lending, Insurance, WealthTech, FinTech Startups vs Traditional Financial Institutions, Digital Transformation in Finance, Case studies on PayPal and Google Pay.			
RBT Levels: L1 – Remembering, L2 – Understanding			
Module-2: Digital Payments and Open Banking			08 Hours
Mobile Wallets, QR Code Payments, UPI, Payment Gateways & Real-Time Settlement Systems, APIs in Open Banking, Case: India's Digital Public Infrastructure (UPI, Aadhar, ONDC).			
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Analysing, L4 – Applying			
Module-3: Blockchain, Cryptocurrencies, and DeFi			08 Hours

Basics of Blockchain and Distributed Ledger Technology (DLT), Cryptocurrencies (Bitcoin, Ethereum), Stablecoins, Smart Contracts, NFTs, and Tokenization, Decentralized Finance (DeFi) Platforms and Protocols.									
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Analysing, L4 – Applying									
Module-4: AI, Big Data, and Robo-Advisors in Finance								08 Hours	
Role of AI/ML in Credit Scoring, Fraud Detection, Portfolio Management, Robo-Advisors and Algorithmic Trading, Predictive Analytics and Customer Personalization, Use of Chatbots and NLP in Financial Services.									
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Analysing, L4 – Applying									
Module-5: Regulatory Framework, Cybersecurity & Future Trends								10 Hours	
FinTech Regulations: KYC, AML, GDPR, PSD2, RegTech: Compliance Automation and Monitoring Tools, Cybersecurity Challenges in Digital Finance, Future of FinTech: Embedded Finance, CBDCs, AI Ethics									
RBT Levels: L1 – Remembering, L2 – Understanding, L3 – Analysing, L4 – Applying									
IV. COURSE OUTCOMES									
CO1	Understand the foundations of Fintech and apply it in real world scenarios.								
CO2	Demonstrate practical knowledge of digital finance technologies.								
CO3	Graduates can apply data driven techniques to enhance the quality of financial service.								
CO4	Critically evaluate regulatory, ethical & cyber security in emerging concerns of Digital Economy.								
V. CO-PO-PSO MAPPING									
PO/PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	2			2		\1			
CO2		2					2		
CO3				1				1	
CO4	1			3		1			2
VI. Assessment Details (CIE & SEE)									
General Rules: Refer appendix section1									
Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines									
Semester End Examination (SEE): Annexure CIE & SEE Guidelines									
VII. Learning Resources:									
VII(a): Textbooks:									
Sl. No.	Title of the Book	Name of the author			Edition and Year		Name of the publisher		
01.	Financial Technology and Digital Banking in India	Jaspal Singh			I/e,2022		New Century Publications.		
02.	The Fintech Book: The Financial	Sussane Chisti, Janos Barberies			I/e,2016		Wiley Publishers.		

	Technology Handbook for Investors, Entrepreneurs & Visionaries.			
03.	Fintech Revolution in India, Opportunities and Challenges.	Dr. Brijesh Kumar Jaiswal.	2/e, 2024	Notion Press
VII(b): Reference Books:				
01.	Application and Trends in Fintech: Governance, AI and Blockchain design Thinking.	David Kao, Chenn Lim.	1/e, June 2022	Global Fintech Institutions.
02.	Fintech: Finances, technology and Regulations	Ross P Buckley	2/e 2021	Cambridge University Press
VII(c): Web links and Video Lectures (e-Resources):				
1) CFTE: https://courses.cfte.education 2) https://swayamindia.com 3) https://www.youtube.com/watch?v=DMrqVTUEYq4 4) https://www.youtube.com/watch?v=D1GiDy5VIHE&list=PLGaYIBJIOoa-sp6ZMNalHt5EXszOl6D73&index=1				
VIII: Activity Based Learning / Practical Based Learning/Experiential learning:				
<ul style="list-style-type: none"> Graduates will be made to enroll for certification program offered by NISM/NPTEL/ SWAYAM Platforms. 				



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MASTER OF BUSINESS ADMINISTRATION

Semester:	IV	Course Type:	PEC		
Course Title: Global Financial Management					
Course Code:	25MBAF405		Credits:		03
Teaching Hours/Week (L:T:P:S)			3:0:0:1	Total Hours:	40
CIE Marks:	50	SEE Marks:	50	Total Marks:	100
SEE Type:	Theory			Exam Hours:	03
I. Course Objectives:					
1) To understand the International Financial Environment and the Foreign Exchange market.					
2) To learn hedging and Forex risk management.					
3) To acquaint various international financial instruments available for investment.					
4) To evaluate the Firm's Exposure to risk in International environment and various theories associated with it.					
II. Teaching-Learning Process (General Instructions):					
• PPT					
• Solved Illustrations					
• Assignment					
• Case Study					
Pre-requisites (Self Learning):					
III. COURSE CONTENT					
Module-1: International Financial Environment					08 Hours
Meaning & Definition, 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,					
International Monetary System: Evolution - Gold Standard - Bretton Woods System - flexible exchange rate regime- recent changes and challenges in IFM - the Economic and Monetary Union Government influence on exchange rate (Only Theory).					
RBT Levels: L1: Remembering, L2 – Understanding					
Module-2: Foreign Exchange Market					08 Hours
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, Overview of International Money Markets (Theory & Problems).					
RBT Levels: L2 – Understanding, L3 – Applying					
Module-3: Foreign Exchange Risk Management					08 Hours
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. Overview of International Stock Market (Theory & Problems).					
RBT Levels: L2 – Understanding, L3 – Applying, L4 – Analyzing, L6-Assessing					
Module-4: International Financial Markets and Instruments					08 Hours

Introduction, Types of Foreign Portfolio Investment, International Bond & Equity market. GDR, ADR, International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds, International Money Markets, International Banking services – Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements. (Only Theory)									
RBT Levels: L1: Remembering, L2 – Understanding									
Module-5: Forecasting Foreign Exchange rates								08 Hours	
Forecasting Foreign Exchange rates: 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 &International Fisher effects.									
Foreign Exchange Exposure: Foreign Exchange exposure: Management of Transaction exposure -Management of Translation exposure, Management of Economic exposure -Management of political Exposure - Management of Interest rate exposure.									
RBT Levels: L2 – Understanding, L4 – Analyzing, L6 – Assessing									
IV. COURSE OUTCOMES									
CO1	Student will be able to demonstrate the significance of Financial Management in the Global Context.								
CO2	Student will be able to calculate the Foreign Exchange Rates and Arbitrage possibilities for different currencies.								
CO3	Student will be able to demonstrate the relevance of different hedging techniques and designing swap arrangements.								
CO4	Student will be able to analyse various international financial market instruments								
CO5	Student will be able to evaluate various theories associated with International environment in forecasting Foreign exchange rates and determine the Firm’s Exposure to risk in International environment								
V. CO-PO-PSO MAPPING									
PO/PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3						2		3
CO2		2				2			
CO3			2	2			2		
CO4		2			2			2	
CO5				2	2	2			
VI. Assessment Details (CIE & SEE)									
General Rules: Refer appendix section1									
Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines									
Semester End Examination(SEE): Annexure CIE & SEE Guidelines									
VII. Learning Resources:									
VII(a): Textbooks:									
Sl. No.	Title of the Book	Name of the author			Edition and Year		Name of the publisher		
01.	International Corporate Finance	Jeff Madura			10/e 2012		Cengage Learning		

02.	International Finance Management	Eun & Resnick	4/e, 2014	Tata McGraw Hill
03.	Financing International Trade: Banking Theories and Applications	Gargi Sanati	1/e, 2017	Sage Publication
VII(b): Reference Books:				
01.	International Financial Management	Apte P. G	6/e, 2011	Tata McGraw Hill
02.	International Financial Management	Madhu Vij	2010	Excel Books
VII(c): Web links and Video Lectures (e-Resources):				
<ul style="list-style-type: none"> • International Financial Management, 13th ed. (ascdegrecollege.ac.in) • International Financial Management (2-downloads) (yasar.edu.tr) • https://www.youtube.com/watch?v=Og-EOTRz7XA • https://www.youtube.com/watch?v=jr1t1lzsx-A • https://www.youtube.com/watch?v=BLTz_y7obGw • https://www.youtube.com/watch?v=eciQ3sTftBs • https://www.youtube.com/watch?v=rE0JVR0Nm1I • https://www.digimat.in/nptel/courses/video/110105057/L01.html • https://www.ravisonkhiyaclasses.com/product/ca-inter-financial-management-video-lecturesby-ca-ravi-sonkhiya-download-with-hard-copy-books/ • https://www.pdfdrive.com/international-finance-books.html • https://www.pdfdrive.com/the-handbook-of-international-trade-and-finance-the-completeguide-to-risk-management-international-payments-and-currency-management-bonds-and-guarantees-credit-insurance-and-trade-finance-e184245062.html • https://www.youtube.com/watch?v=KvRBST1o0RE 				
VIII: Activity Based Learning / Practical Based Learning/Experiential learning:				
Assignments, Case studies, Virtual Trading, Mini project				



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MASTER OF BUSINESS ADMINISTRATION

Semester:	IV	Course Type:	PEC
Course Title: Project Analysis and Risk Management			
Course Code:	25MBAF406	Credits:	03
Teaching Hours/Week (L:T:P:S)	3:0:0:1	Total Hours:	40
CIE Marks:	50	SEE Marks:	50
SEE Type:	Theory	Exam Hours:	03
I. Course Objectives:			
1) To provide an understanding of project management framework, including its processes and knowledge areas. 2) To analyse the concept of project identification and feasibility analysis in project selection. 3) To provide insights on project management and its evaluation using networking techniques. 4) To analyse the risk associated with various projects through risk evaluation techniques. 5) To familiarise the concept of Public Private Partnerships (PPPs).			
II. Teaching-Learning Process (General Instructions):			
<ul style="list-style-type: none"> Chalk and Talk PowerPoint Presentations Beyond Syllabus Presentations 			
Pre-requisites (Self Learning): Students should understand the concept of Project Management and its Life Cycle, ignite with idea generation process and identify the feasibility of project initiation and evaluation.			
III. COURSE CONTENT			
Module-1: Introduction to Project Management			08 Hours
Meaning, Definition, Importance of Project Management, Types of Projects, Project Management Knowledge Areas and Processes, Role of Project Manager, Project Life Cycle, Essential elements of Project Management, Project Management Principles. (Theory)			
RBT Levels: L1: Remembering, L2 – Understanding			
Module-2: Project Identification and Selection			08 Hours
Introduction, 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)			
RBT Levels: L1: Remembering, L2 – Understanding			
Module-3: Evaluation of Projects			08 Hours
Introduction, 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).			
RBT Levels: L3: Applying, L4 – Analysing, L5 - Evaluating			
Module-4: Risk Analysis in Project Management			08 Hours
Introduction, 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).

RBT Levels: L3: Applying, L4 – Analysing, L5 - Evaluating

Module-5: Public-Private Partnerships (PPPs) in Project Management

08 Hours

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).

RBT Levels: L1: Remembering, L2 – Understanding

IV. COURSE OUTCOMES

CO1	Graduates should be able to understand the various concepts of project management and its principles
CO2	Students will be familiarised with the feasibility study of initiating the right projects
CO3	Graduates will acquaint the knowledge of critically evaluating the risk associated in project management through various techniques.
CO4	Students will be able to understand the concept of Public Private Partnerships (PPPs)

V. CO-PO-PSO MAPPING

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

VI. Assessment Details (CIE & SEE)

General Rules: Refer appendix section I

Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines

Semester End Examination(SEE): Annexure CIE & SEE Guidelines

VII. Learning Resources:

VII(a): Textbooks:

Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
01.	Projects: Planning, Analysis, Selection, Implementation & Review	Prasanna Chandra	Latest Edition	Tata McGraw Hill
02.	Project Management	Bhavesh M. Patel,	Latest Edition	Vikas Publishing House, New Delhi.
03.	Project Management	Vasant Desai	Second Revised Edition	Himalaya Publishing House

VII(b): Reference Books:

01.	Risk Management and Insurance	Scott E. Harrington & Gregory R Niehaus	2/e, 2007	TMH
02.	Project Management and Control	P.C.K. Rao	Latest Edition	Sultan Chand & Sons

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

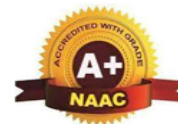
- <https://www.investopedia.com/terms/p/project-management.asp>
- <https://www.geeksforgeeks.org/risk-analysis-in-project-management/>
- <https://www.forbes.com/advisor/business/project-management-techniques/>
- <https://www.pppinindia.gov.in/>

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

- Students should visit infrastructure projects
- Understand how the project management really works in corporate culture
- Interact with venture capitalists in the area of project management and its selection.
- Understand how different evaluation techniques will identify the risk associated in various projects.
- Understand the functioning and organisation structure of Public Private Partnerships.



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MASTER OF BUSINESS ADMINISTRATION

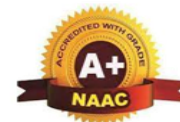
Semester:	IV	Course Type:	PEC
Course Title: Machine Learning			
Course Code:	25MBAB403	Credits:	03
Teaching Hours/Week (L:T:P:S)	3:0:0:1	Total Hours:	40
CIE Marks:	50	SEE Marks:	50
SEE Type:	Theory	Total Marks:	100
SEE Type:		Exam Hours:	03
I. Course Objectives:			
1) Understand the core concepts and algorithms of machine learning. 2) Apply machine learning techniques to solve business problems. 3) Gain practical experience with machine learning tools and technologies. 4) Interpret and communicate machine learning results effectively.			
II. Teaching-Learning Process (General Instructions):			
<ul style="list-style-type: none"> Chalk & Talk Method Power Point Presentation Keynotes Presentations Assignment Quiz 			
Pre-requisites (Self Learning):			
III. COURSE CONTENT			
Module-1: Introduction to Machine Learning			08 Hours
Definition and Scope: What is machine learning? How it differs from traditional programming. Types of Machine Learning: Supervised, unsupervised, and reinforcement learning. Applications in Business. Data Splitting: Training, validation, and test datasets, outliers.			
RBT Levels: L1: Remembering			
Module-2: Supervised Learning Techniques			08 Hours
Regression Analysis: Linear Regression: Simple and multiple linear regression. Evaluation Metrics: Mean Absolute Error (MAE), Mean Squared Error (MSE), R-squared. Classification: Logistic Regression: Basics of logistic regression and its applications. Decision Trees and Random Forests: Understanding and implementing decision trees and ensemble methods. Support Vector Machines (SVM): Introduction to SVM and its applications.			
RBT Levels: L2: Understanding, L3 – Applying, L4 - Analysing			
Module-3: Unsupervised Learning Techniques			08 Hours
Clustering: K-Means Clustering: Algorithm, implementation, Hierarchical Clustering: Basics and applications. Dimensionality Reduction: Principal Component Analysis (PCA): Technique and use cases.			
RBT Levels: L2: Understanding, L3 – Applying, L4 - Analysing			
Module-4: Model Evaluation and Selection			08 Hours

Evaluation Metrics: Accuracy, precision, recall, F1-score, ROC curve. Model Selection Techniques: AUC Model Selection Techniques: Cross-validation, and Hyper parameter Tuning. Bias-Variance Trade off: Understanding and balancing over fitting and under fitting.									
RBT Levels: L2: Understanding, L3 – Applying, L4 - Analysing									
Module-5: Practical Implementation with Tools and Libraries								08 Hours	
Python for Machine Learning: Introduction to Python libraries such as Pandas and NumPy. Building and Training Models: Hands-on exercises in building, training, and evaluating machine learning models. Introduction to Neural Networks and Deep Learning: Basics of neural networks and their applications.									
RBT Levels: L2: Understanding, L3 – Applying, L4 - Analysing									
IV. COURSE OUTCOMES									
CO1	Understand the core concepts and algorithms of machine learning.								
CO2	Apply machine learning techniques to solve business problems.								
CO3	Gain practical experience with machine learning tools and technologies.								
CO4	Interpret and communicate machine learning results effectively.								
V. CO-PO-PSO MAPPING									
PO/PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	2			
CO2		2	2				2		
CO3				2		2			
CO4		2		2			2		2
VI. Assessment Details (CIE & SEE)									
General Rules: Refer appendix section1									
Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines									
Semester End Examination(SEE): Annexure CIE & SEE Guidelines									
VII. Learning Resources:									
VII(a): Textbooks:									
Sl. No.	Title of the Book	Name of the author			Edition and Year		Name of the publisher		
01.	Machine Learning	Tom M. Mitchell			2010		McGraw-Hill		
02.	"Pattern Recognition and Machine Learning	Christopher M. Bishop			2006		Springer		
03.	Introduction to Machine Learning	EthemAlpaydin,			2004		The MIT Press		
VII(b): Reference Books:									
01.	"Hands-On Machine Learning with Scikit-Learn, Keras, and TensorFlow	Aurélien Géron			2019		O'Reilly		
02.	Neural Networks for Pattern Recognition	Bishop, Christopher			1995		Oxford University Press		

VII(c): Web links and Video Lectures (e-Resources):
<ul style="list-style-type: none">• https://www.youtube.com/watch?v=5dchFSA8LrU• https://www.youtube.com/watch?v=8Us9DXb88Uc• https://aec.edu.in/aec/Instruction_Material/ML%20UNIT-1%20NOTES.pdf• https://news.vidyaacademy.ac.in/wpcontent/uploads/2018/10/NotesOnMachineLearningForBTech-1.pdf
VIII: Activity Based Learning / Practical Based Learning/Experiential learning:
<ul style="list-style-type: none">• Activity based: seminar, assignments, quiz, case studies• Practical Based: Hands on using software.



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MASTER OF BUSINESS ADMINISTRATION

Semester:	IV	Course Type:	PEC		
Course Title: Big Data Analytics					
Course Code:	25MBAB404		Credits:		03
Teaching Hours/Week (L:T:P:S)			3:0:0:1	Total Hours:	40
CIE Marks:	50	SEE Marks:	50	Total Marks:	100
SEE Type:	Theory			Exam Hours:	03
I. Course Objectives:					
1) Understand the Big Data Platform and its Use cases 2) Provide an overview of Apache Hadoop 3) Provide HDFS Concepts and Interfacing with HDFS 4) Understand Map Reduce Jobs 5) Exposure to Data Analytics with R. 6) Apply analytics on Structured, Unstructured Data.					
II. Teaching-Learning Process (General Instructions):					
<ul style="list-style-type: none">Chalk & Talk MethodPower PointPresentationKeynotesPresentationsAssignmentQuiz					
Pre-requisites (Self Learning):					
III. COURSE CONTENT					
Module-1: Introduction to Big Data and Hadoop					08 Hours
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.					
RBT Levels: L1: Remembering, L2: Understanding, L3 – Applying, L4 - Analysing					
Module-2: HDFS (Hadoop Distributed File System)					08 Hours
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.					
RBT Levels: L2: Understanding, L3 – Applying					
Module-3: Map Reduce					08 Hours
Anatomy of a Map Reduce Job Run, Failures, Job Scheduling, Shuffle and Sort, Task Execution, Map Reduce Types and Formats, Map Reduce Features.					
RBT Levels: L2: Understanding, L3 – Applying					
Module-4: Hadoop Eco System					08 Hours

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,

RBT Levels: L3 – Applying, L4 – Analysing

Module-5: Data Analytics with R

08 Hours

Introduction, Supervised Learning, Unsupervised Learning, Collaborative Filtering.

Big Data Analytics with Big R.

RBT Levels: L4 – Analysing, L5 – Evaluating

IV. COURSE OUTCOMES

CO1	Understand Big Data and its Business Implications
CO2	Apply the knowledge of Hadoop and Hadoop Eco-System in big data analysis
CO3	Analyse the big data and provide data visualization and helps in decisions
CO4	Develop Big Data Solutions using Hadoop Eco System
CO5	Apply Machine Learning Techniques using R

V. CO-PO-PSO MAPPING

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

VI. Assessment Details (CIE & SEE)

General Rules: Refer appendix section1

Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines

Semester End Examination(SEE): Annexure CIE & SEE Guidelines

VII. Learning Resources:

VII(a): Textbooks:

Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
01.	Hadoop: The Definitive Guide	Tom White	2012.	O’ reily Media,
02.	"Big Data Analytics"	Seema Acharya, SubhasiniChellappan	2015	Wiley
03.	, "Intelligent Data Analysis"	Michael Berthold, David J. Hand	2007	Springer

VII(b): Reference Books:

01.	“Big Data and Business Analytics” ,	Jay Liebowitz,	2013	Auerbach Publications
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VII(c): Web links and Video Lectures (e-Resources):

- 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:

- **Activity based:** seminar, assignments, quiz, case studies
- **Practical Based:** Hands on using software.



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MASTER OF BUSINESS ADMINISTRATION

Semester:	IV	Course Type:	PEC
Course Title: Digital Analytics			
Course Code:	25MBAB405	Credits:	03
Teaching Hours/Week (L:T:P:S)		3:0:0:1	Total Hours: 40
CIE Marks:	50	SEE Marks:	50
SEE Type:	Theory		Total Marks: 100
		Exam Hours:	03
I. Course Objectives:			
1) Understand key concepts and metrics in digital analytics. 2) Develop skills to analyze and interpret digital marketing data. 3) Utilize digital analytics tools to derive actionable insights. 4) Apply digital analytics to real-world business scenarios.			
II. Teaching-Learning Process (General Instructions):			
<ul style="list-style-type: none"> Chalk & Talk Method Power Point Presentation Keynotes Presentations Assignment Quiz 			
Pre-requisites (Self Learning):			
III. COURSE CONTENT			
Module-1: Introduction to Digital Analytics			08 Hours
Definition and importance in the digital age. Overview of the digital analytics landscape Key Concepts and Metrics: Key Performance Indicators (KPIs) Metrics vs. dimensions. Funnel analysis and customer journey mapping.			
RBT Levels: L1: Remembering, L2: Understanding, L3 – Applying, L4 - Analysing			
Module-2: Digital Analytics Tools and Platforms			08 Hours
Overview of Analytics Tools: Google Analytics, Adobe Analytics, and other platforms. Comparison of features and capabilities. Tool Demonstrations: Basic navigation and functionality. Setting up dashboards and reports. Hands-on Lab: Tool Exploration: Setting up a Google Analytics account. Navigating the interface and basic features.			
RBT Levels: L2: Understanding, L3 – Applying			
Module-3: Data Collection and Integration			08 Hours
Data Collection Methods: Website tracking and tagging. Event tracking (e.g., clicks, downloads, video views). Integrating Data Sources: Combining data from multiple platforms (e.g., CRM, social media). Data import/export techniques.			
RBT Levels: L2: Understanding, L3 – Applying			
Module-4: Web Analytics Fundamentals			08 Hours
Website Performance Metrics: Traffic sources, user behaviour, and engagement metrics. Conversion tracking and attribution models. Analysing Website Performance: Analyzing traffic patterns and			

user flow. Identifying and interpreting key metrics.									
RBT Levels: L3 – Applying, L4 – Analysing									
Module-5: Social Media, Mobile and App Analytics								08 Hours	
Introduction to Social Media Analytics: Key metrics and KPIs for social media. Tools for social media analysis (e.g., Facebook Insights, Twitter Analytics). Analysing Social Media Campaigns: Engagement metrics, reach, and sentiment analysis. Influencer and brand performance evaluation. Introduction to Mobile Analytics: Key metrics for mobile apps (e.g., app installs, user retention). Tools for mobile app analytics (e.g., Firebase, Flurry). Analysing Mobile User Behavior: User flow, in-app events, and lifetime value. Optimizing app performance and user experience.									
RBT Levels: L4 – Analysing, L5 – Evaluating									
IV. COURSE OUTCOMES									
CO1	Understand key concepts and metrics in digital analytics.								
CO2	Develop skills to analyze and interpret digital marketing data.								
CO3	Utilize digital analytics tools to derive actionable insights.								
CO4	Apply digital analytics to real-world business scenarios								
V. CO-PO-PSO MAPPING									
PO/PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2
VI. Assessment Details (CIE & SEE)									
General Rules: Refer appendix section1									
Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines									
Semester End Examination(SEE): Annexure CIE & SEE Guidelines									
VII. Learning Resources:									
VII(a): Textbooks:									
Sl. No.	Title of the Book	Name of the author			Edition and Year		Name of the publisher		
01.	Digital Analytics 101	Jason Burby and Shane Atchison							
02.	Google Analytics: How to Measure Digital Marketing & Analytics in an Easy Way	Nikolas R. Reichenbach							
03.	Data Science for Business: What You Need to Know about Data Mining and Data Analytic Thinking	Foster Provost and Tom Fawcett							
VII(b): Reference Books:									

01.	Measuring Marketing: 110+ Key Metrics Every Marketer Needs	John A. Davis		
02.	Advanced Web Metrics with Google Analytics	Brian Clifton		
VII(c): Web links and Video Lectures (e-Resources):				
<ul style="list-style-type: none"> • https://www.youtube.com/watch?v=jV_VqB4Oi2k • https://www.youtube.com/watch?v=upgbtXil10E • https://advertising.amazon.com/library/guides/digital-analytics 				
VIII: Activity Based Learning / Practical Based Learning/Experiential learning:				
Seminars and Labs				



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MASTER OF BUSINESS ADMINISTRATION

Semester:	IV	Course Type:	PEC
Course Title: Strategy Analytics			
Course Code:	25MBAB406	Credits:	03
Teaching Hours/Week (L:T:P:S)	3:0:0:1	Total Hours:	40
CIE Marks:	50	SEE Marks:	50
SEE Type:	Theory	Total Marks:	100
Exam Hours:	03		
I. Course Objectives:			
1) Understand the role of analytics in strategic decision-making. 2) Learn analytical techniques to support strategic planning and execution. 3) Develop skills to interpret data and generate actionable insights for business strategy. 4) Apply analytics to real-world strategic scenarios.			
II. Teaching-Learning Process (General Instructions):			
<ul style="list-style-type: none"> Chalk & Talk Method Power Point Presentation Keynotes Presentations Assignment Quiz 			
Pre-requisites (Self Learning):			
III. COURSE CONTENT			
Module-1: Introduction to Strategy Analytics and Strategic Management Fundamentals			08 Hours
Concept of Strategy Analytics: Definition, scope, and importance. Role of Data in Strategy: How data drives strategic decision-making. Overview of Analytics Types: Descriptive, diagnostic, predictive, and prescriptive analytics. Strategic Planning Process: Mission, vision, goals, and objectives. SWOT Analysis: Strengths, weaknesses, opportunities, and threats. Porter's Five Forces: Industry analysis and competitive strategy.			
RBT Levels: L1: Remembering, L2: Understanding			
Module-2: Data-Driven Strategy Formulation			08 Hours
Data Collection and Sources: Internal and external data sources relevant to strategy. Market and Competitive Analysis: Using data to analyze market trends and competitors. Customer Insights: Leveraging customer data to inform strategic decisions.			
RBT Levels: L2: Understanding, L3 – Applying, L4 - Analysing			
Module-3: Analytical Tools and Techniques			08 Hours
Descriptive Analytics: Techniques for summarizing and visualizing historical data. Predictive Analytics: Forecasting models and trend analysis (e.g., regression analysis). Prescriptive Analytics: Optimization and scenario analysis for strategic decision-making.			
RBT Levels: L2: Understanding, L3 – Applying, L4 - Analysing			
Module-4: Strategic Performance Measurement			08 Hours

Key Performance Indicators (KPIs): Designing and using KPIs to track strategic goals. Balanced Scorecard: Integrating financial and non-financial performance metrics. Benchmarking: Comparing performance against industry standards

RBT Levels: L2: Understanding, L3 – Applying, L4 - Analysing

Module-5: Advanced Analytical Methods

08 Hours

Big Data Analytics: Techniques for handling and analyzing large datasets. Machine Learning for Strategy: Basic concepts and applications in strategic analysis. Simulation and Scenario Analysis: Using simulations to evaluate strategic options.

RBT Levels: L3 – Applying, L4 – Analysing, L5 - Evaluating

IV. COURSE OUTCOMES

CO1	Understand the role of analytics in strategic decision-making.
CO2	Learn analytical techniques to support strategic planning and execution.
CO3	Develop skills to interpret data and generate actionable insights for business strategy.
CO4	Apply analytics to real-world strategic scenarios.

V. CO-PO-PSO MAPPING

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

VI. Assessment Details (CIE & SEE)

General Rules: Refer appendix section1

Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines

Semester End Examination(SEE): Annexure CIE & SEE Guidelines

VII. Learning Resources:

VII(a): Textbooks:

Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
01.	Competing on Analytics: The New Science of Winning"	Thomas H. Davenport and Jeanne G. Harris		
02.	Data-Driven Business Decisions"	Chris J. Lloyd.		

VII(b): Reference Books:

01.	Strategic Management: Concepts and Cases	Fred R. David and Forest R. David		
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VII(c): Web links and Video Lectures (e-Resources):

- <https://www.youtube.com/watch?v=uX8Oaew4pDs>
- <https://www.youtube.com/watch?v=NPuX6VdvQZ0>
- <https://www.youtube.com/watch?v=AZMBtRgmRJA>
- <https://www.businessofgovernment.org/sites/default/files/Strategic%20Analytics.pdf>
- <https://onlinelibrary.wiley.com/doi/10.1002/9781119519638.ch1>
- <https://www.igi-global.com/book/using-strategy-analytics-measure03092024-corporate/265459>

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

Seminars and Labs



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MASTER OF BUSINESS ADMINISTRATION

Semester:	IV	Course Type:	PEC		
Course Title: Conflict and Negotiation Management					
Course Code:	25MBAH403		Credits:		03
Teaching Hours/Week (L:T:P:S)			3:0:0:1	Total Hours:	40
CIE Marks:	50	SEE Marks:	50	Total Marks:	100
SEE Type:	Theory			Exam Hours:	03
I. Course Objectives:					
<ul style="list-style-type: none">To understand the nature of various dimensions of conflict.To learn various strategies and techniques to manage conflicts.To understand the importance and role of negotiation in conflict resolution.To understand the importance of cross-cultural and technological implications on negotiation.					
II. Teaching-Learning Process (General Instructions):					
<ul style="list-style-type: none">Interactive Lectures and DiscussionsExperiential Learning ActivitiesGuest Speakers and Industry InsightsCase Studies and Project-Based LearningCross-Disciplinary Collaboration,Feedback and Reflection					
Pre-requisites (Self Learning): 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.					
III. COURSE CONTENT					
Module-1: Introduction					08 Hours
Conflict: Definition, Meaning, Types of Conflicts - Productive (functional) and Destructive (dysfunctional). Levels of conflict – Intrapersonal, Interpersonal, group & Organizational conflicts, Process and Structural Models. Causes of conflict: common causes, organizational and interpersonal of conflict: traditional, Contemporary and Integrationist, Causes for work place conflicts –Emotional Intelligence and Workplace Conflict, Harassment and discrimination.					
RBT Levels: L1: Remembering, L2: Understanding, L3 – Applying					
Module-2: Analogy of Conflict					08 Hours
Stages of conflicts: grievances- personal needs, lack of monetary benefits and Incentives, promotion and recognition, prejudice and Bias, identity, 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, conflict mapping and tracking					
RBT Levels: L1: Remembering, L2: Understanding					
Module-3: Conflict Management					08 Hours
Conflict Management: 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									
RBT Levels: L2: Understanding, L3 – Applying, L4: Analysing, L5: Evaluating									
Module-4: Negotiation – Resolving Disputes								08 Hours	
Negotiations/ Negotiation strategies –Meaning , Six Foundations of Negotiation, 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 Negotiation - Resolving Disputes: Dispute Settlement Negotiation (DSN) and Deal Making Negotiation (DMN), importance of BATNA (Best alternative to a negotiated agreement) and ZOPA (Zone of possible agreement) in Dispute Settlement, Negotiation Strategy and tactics for integrative negotiation, negotiation strategy and planning. Finding and using negotiation power, sources of power, Implications of Negotiation on Policy making, Ethics in negotiation.									
RBT Levels: L2: Understanding, L3 – Applying, L4: Analysing, L5: Evaluating									
Module-5: Global Performance Management								08 Hours	
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. 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.									
RBT Levels: L2: Understanding, L3 – Applying, L4: Analysing, L5: Evaluating									
IV. COURSE OUTCOMES									
CO1	Understand various practices within the field of global HRM.								
CO2	Describe HR concepts, policies and practices to deal with issues in an international context.								
CO3	Appraise the impact of global factors in shaping HR practices in global perspective.								
CO4	Apply concepts and knowledge in deployment, expatriate on international assignments.								
V. CO-PO-PSO MAPPING									
PO/PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	2			3			3		
CO2			2	2			2		2
CO3				3	2	2	2		
CO4		2		2		2		2	3
VI. Assessment Details (CIE & SEE)									

General Rules: Refer appendix section1				
Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines				
Semester End Examination(SEE): Annexure CIE & SEE Guidelines				
VII. Learning Resources:				
VII(a): Textbooks:				
Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
01.	International Human Resource Management	Srinivas R. Kandula	2018	Sage Publication India Pvt. Ltd.,
02.	International Human Resource Management	Anne-WilHarzing, Ashly H. Pinnington	4/e, 2015	Sage Publication India Pvt. Ltd.,
03.	International Human Resource Management	Peter J. Dowling, Denice E. Welch		Cengage Learning
VII(b): Reference Books:				
01.	International Human Resource Management: Policies and Practices	Dennis Briscoe, Randall Schuler, IbraizTarique, 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
VII(c): Web links and Video Lectures (e-Resources):				
<ul style="list-style-type: none"> • https://www.airswift.com/blog/importance-of-cultural-awareness • https://www.geektonight.com/international-human-resource-management/ • https://www.researchgate.net/publication/265020002_Performance_management_in_international_human_resource_management • https://www.youtube.com/watch?v=COQgJyCpU4A 				
VIII: Activity Based Learning / Practical Based Learning/Experiential learning:				
<ul style="list-style-type: none"> • Study and compare Recruitment, Selection and Training practices in various countries. • Solve a case study to understand the challenges faced by organizations in evaluating the performance of international assignees. • Study Indian and US legal aspects involved when deploying an employee on an International Assignment. • Visit to an Organization and interact with IHR Manager and list out the roles played by IHR manager. 				



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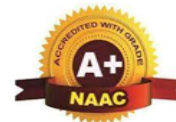
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MASTER OF BUSINESS ADMINISTRATION

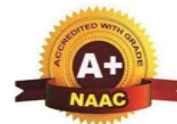
Semester:	IV	Course Type:	PEC
Course Title: HR Analytics			
Course Code:	25MBAH404	Credits:	03
Teaching Hours/Week (L:T:P:S)		3:0:0:1	Total Hours: 40
CIE Marks:	50	SEE Marks:	50
SEE Type:	Theory		Total Marks: 100
		Exam Hours:	03
I. Course Objectives:			
<ul style="list-style-type: none"> To introduce the student to the theory, concepts, and business application of human resources research, data, metrics, systems, analyses, and reporting. To develop an understanding of the role and importance of HR analytics, and the ability to track, store, retrieve, analyse and interpret HR data to support decision making. To aware the challenges human resources analytics for the competitive advantage of the organization. To enable students to use applicable benchmarks/metrics to conduct research and statistical analyses related to Human Resource Management. 			
II. Teaching-Learning Process (General Instructions):			
<ul style="list-style-type: none"> Chalk & Talk Method Power Point Presentation Keynotes Presentations Assignment Quiz 			
Pre-requisites (Self Learning):			
III. COURSE CONTENT			
Module-1: HR Analytics in Perspective			08 Hours
HR Analytics in Perspective: Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, HR Measurement journey in tune with HR maturity journey Understanding the organizational system (Lean), Locating the HR challenge in the system , Valuing HR Analytics in the organizational system.			
RBT Levels: L1: Remembering, L2: Understanding			
Module-2: HRA Frameworks			08 Hours
HRA Frameworks: Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, 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			
RBT Levels: L2: Understanding, L3 – Applying			
Module-3: Basics of HR Analytics			08 Hours
Basics of HR Analytics: Basics of HR Analytics, what is Analytics, Evolution, Analytical			

capabilities, Analytic value chain, Analytical Model, Typical application of HR analytics. Predictive Analytics: Steps involved in predictive analytics: Determine key performance indicator, analyse and report data, interpreting the results and predicting the future.									
RBT Levels: L1: Remembering, L2: Understanding									
Module-4: Insight into Data Driven HRA								08 Hours	
Insight into Data Driven HRA: Typical data sources, Typical questions faced (survey), Typical data issues, Connecting HR Analytics to business benefit (case studies), Techniques for establishing questions, Building support and interest, Obtaining data, Cleaning data (exercise), Supplementing data.									
RBT Levels: L2: Understanding, L3 – Applying, L4: Analysing									
Module-5: HR Matrics and Scorecard								08 Hours	
HR Matrics – Defining metrics, Demographics, data sources and requirements, Types of data, tying data sets together, Difficulties in obtaining data, ethics of measurement and evaluation. Human capital analytics continuum.									
Creating HR Scorecard, develop an HR measurement system, guidelines for implementing a HR Scorecard.									
RBT Levels: L2: Understanding, L3 – Applying, L4: Analysing									
IV. COURSE OUTCOMES									
CO1	Understand the role, definition, and value of HR analytics in organizational systems and maturity.								
CO2	Explain and apply key HR analytics frameworks and distinguish them from traditional HR metrics								
CO3	Recall basic concepts of analytics and describe the process of predictive HR analytics.								
CO4	Analyze HR data issues, frame business questions, and demonstrate data preparation techniques.								
CO5	Demonstrate the ability to define HR metrics, construct effective HR scorecards, and assess data sources while considering ethical aspects of HR measurement								
V. CO-PO-PSO MAPPING									
PO/PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3	2				3			
CO2	3	3			2		2		
CO3	2	2		2		2			
CO4	2	3		2		1			2
CO5	2	2		2		1			2
VI. Assessment Details (CIE & SEE)									
General Rules: Refer appendix section I									
Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines									
Semester End Examination(SEE): Annexure CIE & SEE Guidelines									
VII. Learning Resources:									
VII(a): Textbooks:									
Sl. No.	Title of the Book	Name of the author			Edition and Year		Name of the publisher		
01.	The Practice of Business Statistics;	Moore, McCabe, Duckworth, and Alwan			2 nd , 2008.		New York: W.H.Freeman,		

	Using Data for Decisions,			
02.	Predictive analytics for Human Resources,	Jac Fitz- enz, John R. Mattox, II,	2014	Wiley
03.	Human Capital Analytics	: Gene Pease Boyce Byerly, Jac Fitz-enz	2013	Wiley,
VII(b): Reference Books:				
01.	The HR Scorecard: Linking People, Strategy, and Performance,	Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich	2001	The HR Scorecard: Linking People, Strategy, and Performance,
02.	The New HR Analytics: Predicting the Economic Value of Your Company's Human	Jac FITZ-ENZ,.	2010	The New HR Analytics: Predicting the Economic Value of Your Company's Human
VII(c): Web links and Video Lectures (e-Resources):				
<ul style="list-style-type: none"> • https://www.pdfdrive.com/predictive-hr-analytics-mastering-the-hr-metric-e188006190.html • https://www.pdfdrive.com/hr-metrics-and-workforce-analytics-e20835652.html • http://u.camdemy.com/sysdata/doc/f/fb30e8a98c5d9a85/pdf.pdf • https://www.youtube.com/watch?v=zogLCssW0Ts • https://www.digimat.in/nptel/courses/video/110104086/L05.html 				
VIII: Activity Based Learning / Practical Based Learning/Experiential learning:				
<ul style="list-style-type: none"> • Activity based: seminar, assignments, quiz, case studies • Practical Based: Creating HR metrics 				



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MASTER OF BUSINESS ADMINISTRATION

Semester:	IV	Course Type:	PEC		
Course Title: Global Human Resource Management					
Course Code:	25MBAH405		Credits:		03
Teaching Hours/Week (L:T:P:S)			3:0:0:1	Total Hours:	40
CIE Marks:	50	SEE Marks:	50	Total Marks:	100
SEE Type:	Theory			Exam Hours:	03
I. Course Objectives:					
<ul style="list-style-type: none">To enable the student to identify the application of Global HRM in managing and developing an organization.To enable students to understand International staffing and Training process.The student will be able to describe the compensation and performance management systems in an international perspective.The student will be able to analyse the role of culture in international business.Students will be able to apply concepts and knowledge about the range of Human Resource functions to the deployment of expatriate employees.					
II. Teaching-Learning Process (General Instructions):					
<ul style="list-style-type: none">Chalk & Talk MethodPower Point PresentationKeynotesActivity Based PresentationsAssignmentSubject Viva VoceBeyond Syllabus					
Pre-requisites (Self Learning): Understanding of the concept Global HRM, International Culture, Cross Culture, Different Dimensions and Models of Culture, International Recruitment, Global Performance Management System, across different economies, overview of Expatriation and Repatriation.					
III. COURSE CONTENT					
Module-1: Introduction					08 Hours
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					
RBT Levels: L1: Remembering, L2: Understanding, L3 – Applying, L4: Analysing					
Module-2: Cultural Management					08 Hours
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.									
RBT Levels: L2: Understanding, L3 – Applying, L4: Analysing, L5: Evaluating									
Module-3: Staffing for International Operations								08 Hours	
Selection strategies for overseas assignments, Differentiating between PCNs, TCNs and HCNs, International transfers, Expatriation and Repatriation, Expatriate management, Repatriation Process, Challenges of repatriation and support practices. Training and development: Training and development for expatriates; Training and development for international staff. Compensation: Compensation in international perspective, Approaches to international Compensation, International total rewards objectives for MNC's, Key components of global total rewards programs, Complexities faced by IHR managers.									
RBT Levels: L2: Understanding, L3 – Applying, L4: Analysing, L5: Evaluating									
Module-4: Global Performance Management								08 Hours	
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.									
RBT Levels: L2: Understanding, L3 – Applying, L4: Analysing, L5: Evaluating									
Module-5: Diversity Management								08 Hours	
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.									
RBT Levels: L2: Understanding, L3 – Applying, L4: Analysing, L5: Evaluating									
IV. COURSE OUTCOMES									
CO1	Understand various practices within the field of global HRM.								
CO2	Describe HR concepts, policies and practices to deal with issues in an international context.								
CO3	Appraise the impact of global factors in shaping HR practices in global perspective.								
CO4	Apply the concepts of HR in global perspective.								
V. CO-PO-PSO MAPPING									
PO/PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	2			3			3		
CO2			2	2			2		2
CO3				3	2	2	2		
CO4		2		2		2		2	3
VI. Assessment Details (CIE & SEE)									
General Rules: Refer appendix section1									
Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines									
Semester End Examination(SEE): Annexure CIE & SEE Guidelines									
VII. Learning Resources:									

VII(a): Textbooks:				
Sl. No.	Title of the Book	Name of the author	Edition and Year	Name of the publisher
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 India Pvt. Ltd.,
03.	International Human Resource Management	Peter J. Dowling, Denice E. Welch		Cengage Learning
VII(b): Reference Books:				
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
VII(c): Web links and Video Lectures (e-Resources):				
<ul style="list-style-type: none"> • https://www.airswift.com/blog/importance-of-cultural-awareness • https://www.geektonight.com/international-human-resource-management/ • https://www.researchgate.net/publication/265020002_Performance_management_in_international_human_resource_management • https://www.youtube.com/watch?v=COQgJyCpU4A 				
VIII: Activity Based Learning / Practical Based Learning/Experiential learning:				
<ul style="list-style-type: none"> • Study and compare Recruitment, Selection and Training practices in various countries. • Solve a case study to understand the challenges faced by organizations in evaluating the performance of international assignees. • Study Indian and US legal aspects involved when deploying an employee on an International Assignment. • Visit to an Organization and interact with IHR Manager and list out the roles played by IHR manager. 				



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MASTER OF BUSINESS ADMINISTRATION

Semester:	IV	Course Type:	PEC
Course Title: Personal Growth and Interpersonal Effectiveness			
Course Code:	25MBAH406	Credits:	03
Teaching Hours/Week (L:T:P:OS)	3:0:0:1	Total Hours:	40
CIE Marks:	50	SEE Marks:	50
SEE Type:	Theory	Exam Hours:	03
I. Course Objectives:			
<ul style="list-style-type: none"> To enhance one's own self-awareness (strengths and weaknesses) and to develop the interpersonal trusts in a team. To equip the students for personal change in turn helps in personal Growth and interpersonal effectiveness. To enable student to classify and categorise different PG and IE practices and to be followed in the Organisation. To equip student to appraise and judge the practical applicability of various PG and IE practices to be followed. To understand the concepts of self awareness, self esteem, NLP and Locus of Control 			
II. Teaching-Learning Process (General Instructions):			
<ul style="list-style-type: none"> Chalk & Talk Method Power Point Presentation Keynotes Activity Based Presentations Assignment Subject Viva Voce Beyond Syllabus 			
Pre-requisites (Self Learning): Understanding of the Personal growth, concept of various theories, egostates, training			
III. COURSE CONTENT			
Module-1: Dynamic of Personal Growth and Interpersonal Trust			08 Hours
Meaning, nature and scope of personal growth. Self-awareness and self-esteem, life roles, social roles and organisational roles, role clarity and role boundaries. Ego states- Id, ego and super ego and defense mechanism. Developing a self-improvement plan. Self-disclosure, Blindspot, seeking feedback, self-reflection and practicing new behaviors. Discovering facets of interpersonal trust through Johari Window.			
RBT Levels: L1: Remembering, L2: Understanding, L3 – Applying, L4: Analysing			
Module-2: Understanding Human Personality and Neuro Functioning			08 Hours
Personality theories, Carl Jung's theory of personality types and Myers Briggs Type Indicator test (MBTI), Trait theories- Guilford Peogut, PF 16 and Type A and B, Emotional intelligence. Basic functions of mind.Six thinking Hats, Neuro Linguistic Programming.			
RBT Levels: L1: Remembering, L2: Understanding, L3 – Applying, L4: Analysing			
Module-3: Attitudes, Beliefs, Values and their impact on Behaviour			08 Hours

Personal change meaning, nature and requisites. Social adjustments and habit formation. Locus of control. Habits of personal effectiveness. Seven habits of highly effective people. Creativity and innovation. Blocks to creativity.Creativity processes and tools- convergent and divergent thinking.									
RBT Levels: L1: Remembering, L2: Understanding, L3 – Applying, L4: Analysing									
Module-4: Interpersonal relations and Personal Growth								08 Hours	
Interpersonal needs for openness, inclusion and control. Discovering the interpersonal orientation through FIRO-B. Conflict resolution and negotiation and time management.									
RBT Levels: L1: Remembering, L2: Understanding, L3 – Applying, L4: Analysing									
Module-5: Diversity Management								08 Hours	
Transactional Analysis: Ego states, types of transactions and time structuring. Life position, scripts and games; T-group sensitivity training, encounter groups, appreciative enquiry and group relations conference (students may go through three days personal growth lab for experiential learning)									
RBT Levels: L1: Remembering, L2: Understanding, L3 – Applying, L4: Analysing									
IV. COURSE OUTCOMES									
CO1	Understand the components of personal growth								
CO2	Apply self-awareness by understanding various personality theories								
CO3	Apply habits of personal effectiveness and creative mind to be a better leader and solve business problems								
CO4	Examine the aspects of interpersonal growth and handling conflicts, managing Time and self-analysis								
CO5	Analyze the concepts of human personality, behaviour and functioning of mind								
V. CO-PO-PSO MAPPING									
PO/PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	2				2	3			
CO2	2		2					1	
CO3				1	1			1	
CO4			2	1	1	3		1	
CO5					2		2		1
VI. Assessment Details (CIE & SEE)									
General Rules: Refer appendix section1									
Continuous Internal Evaluation(CIE): Annexure CIE & SEE Guidelines									
Semester End Examination(SEE): Annexure CIE & SEE Guidelines									
VII. Learning Resources:									
VII(a): Textbooks:									
Sl. No.	Title of the Book	Name of the author			Edition and Year		Name of the publisher		
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	McGraw Hill Education
03.	Development of Management Skills	Whetten & Cameron	7/e	PHI
VII(b): Reference Books:				
01.	Understanding OB	Udai Pareek		Oxford University Press
02.	Seven Habits of Highly Effective People	Stephen R Covey		Pocket Books
VII(c): Web links and Video Lectures (e-Resources):				
<ul style="list-style-type: none"> • https://www.youtube.com/watch?v=bGKBrIjM2O0 • https://www.youtube.com/watch?v=AtzMGO9_XYg • https://safetyculture.com/topics/six-thinking-hats/ 				
VIII: Activity Based Learning / Practical Based Learning/Experiential learning:				
<ul style="list-style-type: none"> • Activity on JOHARI window and assessment of students individually and then in groups. • Role play the Transactional Analysis manager. 				



CIE & SEE Evaluation Strategy for MBA Autonomous Scheme 2025

Date: 20/08/2025

Note: Calculation of components of CIE for final marks is modified as per regulations

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. consid-ered 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	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.

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.



CIE and SEE guidelines based on course Type for MBA Autonomous Scheme 2025

- 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
1. PCC/PEC – Theory Course (03 & 04 Credit courses)		
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>Continuous Internal Evaluation: CIE will be conducted by the department, and it will have the following components:</p> <ul style="list-style-type: none">A. Internal Assessment TestB. Formative assessments <p>A. Internal Assessment Test:</p> <ul style="list-style-type: none">• There are 02 tests each of 50 marks, conducted during 7th week & 14th week, respectively.• The question paper will have three questions (max of 3 sub questions) in Part A, from the notified syllabus. Each question is set	<p>The minimum passing mark for SEE is 40% of the maximum marks (20 out of 50 marks).</p> <p>Semester-End Examination: Duration 03 hours and total marks of 100.</p> <ul style="list-style-type: none">• The question paper will have seven questions. Each question is set for 20 marks.• The students have to answer 4 full questions, selecting one full question from Q1-Q7	<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>

<p>for 20 marks. The student has to answer 2 full questions (out of three questions).</p> <ul style="list-style-type: none"> • Part B is a compulsory case study analysis for 10 marks • 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. <p>B. Formative assessments:</p> <ul style="list-style-type: none"> • 01 formative assessment of 50 marks shall be conducted by the course coordinator based on the dept. planning during random times. • Formative assessment shall be completed before 10th week. • The syllabus content for the formative assessment shall be defined by the course coordinator. • The formative assessments include Assignments/ Quiz/ seminars/case study/field survey/ report presentation/ course project/etc. • The assignment QP or Quiz 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. <p>The final CIE marks will be 50: Average of all three assessments.</p> <p>The documents of all the assessments shall be maintained meticulously.</p>	<ul style="list-style-type: none"> • Question no 8 is a compulsory case study for 20 marks. • Marks scored shall be proportionally reduced to 50 marks. 	
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2. SLC: (01 credit course)

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).

Continuous Internal Evaluation:

CIE will be conducted by the department and it will have the following components:

- A. Internal Assessment Test (Not required for NPTEL/SWAYAM Courses)
- B. Formative assessments

B. Formative assessments:

- 8/12 Weekly assignment reviews shall be done by Mentors. Guidelines shall be published by the institute time to time.

The final CIE marks will be 50:

Average of all week's assignments

The documents of all the assessments shall be maintained meticulously.

The minimum passing mark for SEE is 40% of the maximum marks (20 out of 50 marks).

Semester-End Examination:

- SEE marks shall be considered based on successful certification and Percentage of marks obtained.

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.

3. NCMC: (0 credit course)

The weightage is only for Continuous Internal Evaluation (CIE).

The minimum passing mark for the CIE is 50% of the maximum marks (25 marks out of 50).

Continuous Internal Evaluation:

CIE will be conducted by the department and it will have the following components:

- A. Internal Assessment Test (not required for NCMC course).
- B. Formative assessments

B. Formative assessment:

- 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.

- No Semester End Examination.

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.



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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, analyse 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.



|| Jai Shree Gurudev ||
Sri Adichunchanagiri Shikshana Trust ®

SJB Institute of Technology

BGS Health and Education City,
Dr. Vishnuvardhan Road, kengeri,
Bengaluru – 560060



+91-80-28612445 / 46



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Accredited by NAAC with A+



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



Certified by ISO 9001 – 2015



ATAL Ranking:
Band Performer



Band of 151 to 300 in
Innovation Category