



**MAHARAJA INSTITUTE OF TECHNOLOGY MYSORE**

**Autonomous Institution Affiliated to VTU**

**Competency Based Syllabus (CBS)**

**for**

**Master of Business Administration**

*(Under Outcome Based Education (OBE) and*

*Choice-Based Credit System (CBCS))*

**Offered from 2<sup>nd</sup> to 4<sup>th</sup> Semesters of Study**

**in**

**Partial Fulfillment for the Award of Master's Degree in**

**Master of Business Administration**

**2023 Scheme**

**Scheme Effective from the Academic Year 2023 - 2024**

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<b>3<sup>rd</sup> Semester</b>	<b>Professional Course (PC)</b> <b>Logistics and Supply Chain Management</b>	<b>M23MBA301</b>
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**1. Prerequisites**

S/L	Proficiency	Prerequisites
1	Basic Understanding	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> Familiarity with the logistics and supply chain management industry in India.</li> <li>• <b>Understanding:</b> Logistics planning and design, importance introducing IT in SCM and lead time, inventory turnover, and supply chain ROI to assess performance.</li> </ul>
2	Problem Solving	<ul style="list-style-type: none"> <li>• <b>Differentiation:</b> Ability to use various strategies to minimize the cost and increase the performance of SCM.</li> <li>• <b>Skills:</b> Capability to identifying the factors and support the Logistics and SCM system.</li> </ul>
3	Industry Relevant Skill Sets	<ul style="list-style-type: none"> <li>• <b>Understanding:</b> The requirement of inventory according to the market demand.</li> <li>• <b>Application:</b> Ability to distribute the products to market with proper inventory plan.</li> </ul>

**2. Competencies**

S/L	Competency	KSA Description
1	Introduction to logistics management	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Grasping meaning of logistics, need for logistics management and logistics industry in India.</li> <li>○ Applying conceptual knowledge about logistics activities and logistical information requirements.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Analyzing and interpreting logistics costs and expected cost of cost outs.</li> <li>○ Applying the types of logistics in different scenario at logistics.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the need for logistics management in business.</li> <li>○ Appreciation evolution of logistics and supply chain management.</li> </ul> </li> </ul>
2	Introduction to supply chain concepts	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the significance and key challenges.</li> <li>○ Identifying the drivers of SCM</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Applying the decision phases-process in supply chain management.</li> <li>○ Demonstrating effective forecasting in supply chain.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Openness to various innovations in SCM.</li> <li>○ Appreciation for the decisions in global SCM.</li> </ul> </li> </ul>
3	Strategic logistic plan	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the operating objectives of logistics planning.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Applying the logistics system design and administration.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Creating strategies for logistics and efficient warehouse management</li> </ul> </li> </ul>

		system.
4	Introduction to inventory concepts	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the concept of inventory</li> <li>○ Application various costs associated with inventory.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Applying ABC analysis for planning inventory.</li> <li>○ Demonstrating types of inventory and business response to stock outs.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the impact of inventory management on business performance.</li> <li>○ Openness to take the inventory decisions.</li> </ul> </li> </ul>
5	Introduction to distribution management	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the concept of distribution management.</li> <li>○ Ability to create and implement the distribution network in practice.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Developing effectiveness in designing the distribution network.</li> <li>○ Implementing the distribution network design.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the mode of transportation and criteria of decision.</li> <li>○ Appreciation for identifying the impact factors and issues in transportation.</li> </ul> </li> </ul>
6	Introduction IT in SCM	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Introduction to IT in supply chain management.</li> <li>○ Ability to set the benchmark concept in IT.</li> </ul> </li> <li>• <b>Understanding:</b> <ul style="list-style-type: none"> <li>○ Understanding the role of computer and IT in supply chain management.</li> <li>○ Analyzing the various methods and tools facilitating international logistics.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the challenges in logistics</li> <li>○ Appreciation for enhancing the role of IT in supply chain management.</li> </ul> </li> </ul>

### 3. Syllabus

<b>Logistics and Supply Chain Management</b>			
<b>Course Code</b>	<b>M23MBA301</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P&amp;SDA)</b>	<b>2:2</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>40</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>03</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Objectives: This course will enable the students</b>			
<ul style="list-style-type: none"> <li>• To understand the basic concepts of logistics and supply chain management.</li> <li>• To provide insights for establishing efficient, effective and sustainable supply chains.</li> <li>• To comprehend the role of Information Technology in warehousing, transportation and Inventory management in SCM.</li> <li>• To gain knowledge about international logistics and environment.</li> </ul>			
<b>Module 1: Introduction to Logistics Management</b>			<b>(6 hours)</b>
Meaning of Logistics, Definition of Logistics, Objectives of Logistics, Types of Logistics, Need for Logistics Management, and Evolution of logistics toward Supply chain Management, and Logistics Industry in India.			

Logistical Activities, Logistics Costs, Expected cost of stock outs & Logistical Informational Requirements.
<b>Module 2: Strategic Logistic Plan</b> (7 hours)
Operating objectives of logistics planning, Flow of logistics planning, Developing Logistic strategy, Logistics System Design and Administration, Pricing in logistics, Warehousing – Meaning, scope, primary functions, Efficient Warehouse Management System & Types of Warehouses.
<b>Module 3: Introduction to Supply Chain Concepts</b> (7 hours)
Drivers of SCM, decision phases–process view, supply chain framework, key issues in SCM and benefits. Managing uncertainty in Supply Chain, (Bullwhip Effect), Impact of uncertainties, forecasting in Supply Chain, Innovations in Supply Chain. Sourcing Decisions in Global SCM, Key issues in Global sourcing & Outsourcing.
<b>Module 4: Introduction to Inventory Concepts</b> (7 hours)
Various costs associated with inventory, EOQ, buffer stock, lead time reduction, ABC analysis, impact of inventory management on business performance. Types of Inventory, components of inventory decisions, inventory cost management, Vendor Managed Inventory, business response to stock out, replenishment of inventory & material requirements planning.
<b>Module 5: Introduction to Distribution Management</b> (7 hours)
Designing the distribution network, role of distribution, factors influencing distribution, design options, distribution networks in practice. Mode of transportation and criteria of decision. Factors impacting road transport cost, Packaging Issues in Transportation, & Hazards in transportation.
<b>Module 6: Introduction IT in SCM</b> (6 hours)
Role of computer / IT in supply chain management, Benchmark concept, , Methods and tools facilitating International Logistics, & latest trends and challenges in International logistics.
<b>Suggested Learning Resources:</b>
<b>Recommended Books</b>
<ol style="list-style-type: none"> <li>1. A Logistic approach to Supply Chain Management, Coyle, Bardi, Longley, Cengage Learning, Latest edition.</li> <li>2. Supply Chain Management - Strategy, Planning and Operation, Sunil Chopra, Peter Meindl, D.V. Kalr, Pearson, Latest edition.</li> </ol>
<b>Reference Books</b>
<ol style="list-style-type: none"> <li>1. Supply chain Logistics Management, Donald J Bowersox, Mc Graw Hill, 4<sup>th</sup> Edition.</li> </ol>
<b>Web Links and Video Lectures (e-Resources):</b>
<ul style="list-style-type: none"> <li>• <a href="https://r.search.yahoo.com/_ylt=AwrX.GMrk_Niq2gl7Te7HAX.;_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_Niq2gl7Te7HAX.;_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-</a></li> <li>• <a href="https://r.search.yahoo.com/_ylt=AwrX.GMrk_Niq2gl7je7HAX.;_ylu=Y29sbwNzZzMEcG9zAzQEdnRpZAMEc2VjA3Ny/RV=2/RE=1660158891/RO=10/RU=https%3a%2f%2fwww.oracle.com%2fwebfolder%2fs%2fassets%2febook%2fscm-complete-guide%2fpdf%2fscm-">https://r.search.yahoo.com/_ylt=AwrX.GMrk_Niq2gl7je7HAX.;_ylu=Y29sbwNzZzMEcG9zAzQEdnRpZAMEc2VjA3Ny/RV=2/RE=1660158891/RO=10/RU=https%3a%2f%2fwww.oracle.com%2fwebfolder%2fs%2fassets%2febook%2fscm-complete-guide%2fpdf%2fscm-</a> <a href="https://r.search.yahoo.com/_ylt=AwrX.GMrk_Niq2gl7ze7HAX.;_ylu=Y29sbwNzZzMEcG9zAzUEdnRpZAMEc2VjA3Ny/RV=2/RE=1660158891/RO=10/RU=http%3a%2f%2ftrainingtancang.com%2fupload%2fnews%2febook-principles-of-supply-chain-management-9010.pdf/RK=2/RS=Drwv0C_5itZTS4CPsIKgOZLYxQM-">https://r.search.yahoo.com/_ylt=AwrX.GMrk_Niq2gl7ze7HAX.;_ylu=Y29sbwNzZzMEcG9zAzUEdnRpZAMEc2VjA3Ny/RV=2/RE=1660158891/RO=10/RU=http%3a%2f%2ftrainingtancang.com%2fupload%2fnews%2febook-principles-of-supply-chain-management-9010.pdf/RK=2/RS=Drwv0C_5itZTS4CPsIKgOZLYxQM-</a></li> <li>• <a href="http://www.proquest.com">www.proquest.com</a></li> </ul>
<b>Note: The afore said links and study material suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.</b>
<b>Skill Development Activities Suggested</b>
<ul style="list-style-type: none"> <li>• Students are expected to choose any four Indian Organizations and study their supply chain in terms</li> </ul>

<p>of drivers of the Supply chain and submit a report.</p> <ul style="list-style-type: none"> <li>• Students should visit different logistics companies and understand the services provided by them and submit a report.</li> <li>• Students should identify any product/service and study the type of distribution system used and understand the reason for using that particular type and present it in the class.</li> <li>• Students should identify the various types of IT applications employed by Indian Organizations in their Supply chain.</li> </ul>
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#### 4. Syllabus Timeline

S/L	Syllabus Timeline	Description
1	Week 1-2 Introduction to Logistics Management	<ul style="list-style-type: none"> <li>• Meaning of Logistics, Definition of Logistics</li> <li>• Objectives of Logistics, Types of Logistics, Need for Logistics Management</li> <li>• Evolution of logistics toward Supply chain Management</li> <li>• Logistics Industry in India</li> <li>• Logistical Activities, Logistics Costs, Expected cost of stock outs</li> <li>• Logistical Informational Requirements</li> </ul>
2	Week 3-4 Strategic Logistic Plan	<ul style="list-style-type: none"> <li>• Operating objectives of logistics planning, Flow of logistics planning</li> <li>• Developing Logistic strategy, Logistics System Design and Administration</li> <li>• Pricing in logistics</li> <li>• Warehousing – Meaning, scope, primary functions</li> <li>• Efficient Warehouse Management System, Types of Warehouses</li> </ul>
3	Week 5-6 Introduction to Supply Chain Concepts	<ul style="list-style-type: none"> <li>• Significance and key challenges. Scope of SCM essential features</li> <li>• Drivers of SCM, decision phases – process view</li> <li>• Supply chain framework, key issues in SCM and benefits.</li> <li>• Managing uncertainty in Supply Chain, (Bullwhip Effect)</li> <li>• Impact of uncertainties, forecasting in Supply Chain</li> <li>• Innovations in Supply Chain. Sourcing Decisions in Global SCM</li> <li>• Key issues in Global sourcing, Outsourcing</li> </ul>
4	Week 7-8 Introduction to Inventory Concepts	<ul style="list-style-type: none"> <li>• Various costs associated with inventory, EOQ, buffer stock</li> <li>• Lead time reduction, ABC analysis</li> <li>• Impact of inventory management on business performance</li> <li>• Types of Inventory, components of inventory decisions</li> <li>• Inventory cost management, Vendor Managed Inventory</li> <li>• Business response to stock out</li> <li>• Replenishment of inventory, material requirements planning</li> </ul>
5	Week 9-10 Introduction to Distribution Management	<ul style="list-style-type: none"> <li>• Designing the distribution network, role of distribution</li> <li>• Factors influencing distribution, design options</li> <li>• Distribution networks in practice</li> <li>• Mode of transportation and criteria of decision</li> <li>• Factors impacting road transport cost</li> <li>• Packaging Issues in Transportation, Hazards in transportation</li> </ul>
6	Week 11-12 Introduction IT in SCM	<ul style="list-style-type: none"> <li>• Role of computer / IT in supply chain management</li> <li>• Benchmark concept, Methods and tools facilitating International Logistics</li> <li>• Latest trend &amp; Challenges in International logistics</li> </ul>

## 5. Teaching Learning Process Strategies

S/L	TLP Strategies:	Description
1	Lecture Method	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves the traditional format of a teacher delivering information to students.</li> <li>○ The instructor explains concepts, theories, and principles related to the course.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ The lecture method is effective for presenting foundational knowledge, theoretical concepts and frameworks.</li> <li>○ It provides a structured way to convey information and ensures that all students receive the same content.</li> <li>○ Visual aids, multimedia, and interactive elements can enhance engagement during lectures.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for introducing new topics, theoretical foundations, and fundamental principles in communication.</li> </ul> </li> </ul>
2	Case Studies and Group Discussions	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves presenting real or hypothetical scenarios for analysis and discussion.</li> <li>○ Students collaboratively discuss, analyse, and propose solutions to case-based problems.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Encourages critical thinking, problem-solving, and application of theoretical knowledge to practical situations.</li> <li>○ Fosters active participation, communication skills, and the exchange of diverse perspectives among students.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing analytical skills, decision-making abilities, and understanding the practical implications of the concepts.</li> </ul> </li> </ul>
3	Role Plays and Simulations	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Students enact specific roles in simulated scenarios that mirror real-world situations.</li> <li>○ Simulations replicate aspects of the business environment to provide hands-on experience.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Enhances experiential learning by allowing students to apply theoretical concepts in simulated real-world contexts.</li> <li>○ Develops interpersonal and communication skills as students actively engage in different roles and scenarios.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing practical skills, interpersonal communication, and understanding the dynamics of business environment.</li> </ul> </li> </ul>
4	Real World Applications and Industry Guest Lectures	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves integrating real-world examples, case studies and experiences into the learning process.</li> <li>○ Industry professionals or experts are invited to deliver lectures or share insights with students.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing how concepts are applied in actual business settings.</li> <li>○ Provides students with valuable insights, industry perspectives, and networking opportunities.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Enhances students' understanding of the practical relevance of communication concepts.</li> <li>○ Fosters connections between academia and industry, exposing students to real-world challenges and solutions.</li> </ul> </li> </ul>
5	<p><b>Overall Integration:</b> These teaching-learning strategies can be integrated for a well-rounded and comprehensive learning experience.</p> <p>For example, a case study can be followed by a group discussion to encourage collaborative problem-solving, and a related role-play or simulation can provide a hands-on application of the concepts learned. Guest lecturers from industry professionals can further enrich the learning experience by providing real-world insights and practical examples related to the course content.</p>	
6	<p><b>Adaptability:</b> Flexibility is key and instructors may choose to adapt and combine these strategies based on the specific objectives of each module or lesson.</p> <p>Regular feedback and assessment can help gauge the effectiveness of these strategies and make adjustments as needed.</p>	

## 6. Assessment Details

### Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

### Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

### CIE Marks shall be based on:

- a) Tests (for 25 Marks) and
- b) Assignments, presentations, quiz, simulation, experimentation, mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

### Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.



**7. Learning Objectives**

S/L	Learning Objectives	Description
1	Understand the Logistics Management and Logistics Industry in India	Students will comprehend various concepts related to logistics management and understanding the logistics industry in India.
2	Analyze Supply Chain Networks	Identify and map supply chain components, including suppliers, manufacturers, distributors, and customers.
3	Design and Optimize Logistics Systems	Develop strategies for managing inventory, transportation, warehousing, and materials handling.
4	Apply Transportation and Distribution Management	Understand modes of transportation, routing, scheduling, and distribution channel strategies.
5	Implement Inventory Management Techniques	Use inventory models, such as EOQ and JIT, to minimize costs and maximize efficiency.
6	Measure and Evaluate Supply Chain Performance	Use metrics like lead time, inventory turnover, and supply chain ROI to assess performance.
7	Industry Trends and Innovations	Explore emerging technologies like blockchain, AI, and IoT in supply chain management.
8	Apply Problem-Solving and Critical Thinking Skills	Analyze case studies, resolve supply chain challenges, and develop creative solutions.

**8. Course Outcomes (COs) and Mapping with POs / PSOs**

Course Outcomes		
At the end of the course the student will be able to:		
COs	Description	Blooms Level
M23MBA301.1	Understand the concept of logistics and supply chain for processing the supply chain management plans.	L2
M23MBA301.2	Apply the methods of planning, forecasting and scheduling for better logistics and supply chain management.	L3
M23MBA301.3	Analyze the concept of procurement, inventory control, modes and methods of transportation management to provide insights on global logistics	L4
M23MBA301.4	Evaluate an effective and sustainable solution for decisions making in logistics and SCM.	L5

**Mapping of COs POs and PSOs**

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
M23MBA301.1	2					2		
M23MBA301.2		3		2		2		2
M23MBA301.3	2		3		2		2	
M23MBA301.4		2		2	3		3	2
M23MBA301	2	2.5	3	2	2.5	2	2.5	2

**9. Assessment Plan****Continuous Internal Assessment**

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	5				<b>5</b>
<b>Module 2</b>		10			<b>10</b>
<b>Module 3</b>			7		<b>7</b>
<b>Module 4</b>			8		<b>8</b>
<b>Module 5</b>			8		<b>8</b>
<b>Module 6</b>				12	<b>12</b>
<b>Total</b>	<b>5</b>	<b>10</b>	<b>23</b>	<b>12</b>	<b>50</b>

**SEE**

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	10				<b>10</b>
<b>Module 2</b>		20			<b>20</b>
<b>Module 3</b>			14		<b>14</b>
<b>Module 4</b>			16		<b>16</b>
<b>Module 5</b>			16		<b>16</b>
<b>Module 6</b>				24	<b>24</b>
<b>Total</b>	<b>10</b>	<b>20</b>	<b>46</b>	<b>24</b>	<b>100</b>

**Conditions for SEE Paper Setting****Semester End Examination**

Questions are to be asked covering all COs. Question paper shall cover entire syllabus and shall consist of Part A and Part B as under.

- **Part A shall consist of seven questions; each question (20 Marks) is subdivided into a, b, c covering all the topics of respective module.**
- **Part B shall be compulsory question on case study / practical problem for 20 Marks. (The question may contain a maximum of 4 sub division).**

**10. Future with this Subject**

The "Logistics and Supply Chain Management" course in the third semester of the MBA program lays a strong foundation for several future courses in the graduate program. The world of marketing has evolved significantly since the turn of the century. With advancements in technology and a deeper understanding of logistics and SCM applications, marketers are constantly adapting to new trends and challenges.

- **Digitalization and Technology Integration:** Exploring the impact of emerging technologies like AI, blockchain, and IoT on supply chain management.
- **Sustainability and Green Logistics:** Focusing on environmentally friendly practices, carbon footprint reduction, and sustainable supply chain strategies.

- **Global Supply Chain Management:** Examining international logistics, trade agreements, and global supply chain risks.
- **Supply Chain Analytics and Data Science:** Teaching data analysis, visualization, and interpretation to optimize supply chain decision-making.
- **Risk Management and Resilience:** Developing strategies to mitigate supply chain disruptions, risks, and build resilience.
- **E-commerce and Omnichannel Logistics:** Addressing the unique challenges of e-commerce, last-mile delivery, and omnichannel fulfillment.
- **Collaborative and Networked Supply Chains:** Encouraging partnerships, collaborations, and networked supply chains for improved efficiency.
- **Supply Chain Finance and Funding:** Exploring innovative financing options and funding models for supply chain operations.
- **Circular Economy and Reverse Logistics:** Focusing on sustainable practices, waste reduction, and reverse logistics strategies.
- **Emerging Trends and Disruptions:** Examining the impact of emerging trends like 3D printing, drone delivery, and autonomous vehicles on supply chains.
- **Supply Chain Leadership and Talent Management:** Developing leadership skills, talent management strategies, and diversity in supply chain organizations.
- **Case Studies and Industry Projects:** Incorporating real-world case studies, industry projects, and simulations to apply theoretical concepts to practical scenarios.

By incorporating these elements, the Logistics and Supply Chain Management course can equip 3rd-semester MBA students with the knowledge, skills, and perspectives needed to succeed in this rapidly evolving field of logistics.

<b>3<sup>rd</sup> Semester</b>	<b>Professional Core Course (PC) Management Information Systems</b>	<b>M23MBA302</b>
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**1. Prerequisites**

S/L	Proficiency	Prerequisites
1	Basic Understanding	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> Familiarity with basic business concepts, including management, marketing, and economics.</li> <li>• <b>Understanding:</b> Basic understanding of global trade, market dynamics, and economic principles.</li> </ul>
2	Problem Solving	<ul style="list-style-type: none"> <li>• <b>Differentiation:</b> Ability to distinguish between domestic and international business environments and their respective challenges.</li> <li>• <b>Skills:</b> Competence in analyzing global market trends and identifying opportunities and risks in international business.</li> </ul>
3	Industry Relevant Skill Sets	<ul style="list-style-type: none"> <li>• <b>Understanding:</b> Awareness of cultural, political, and legal differences in Information Technology for managers.</li> <li>• <b>Application:</b> Ability to apply Information technology for managers in a global context, considering cross-cultural communication and negotiation.</li> </ul>

**2. Competencies**

S/L	Competency	KSA Description
1	Introduction to MIS	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the basic concepts, scope, and significance of Information technology for managers.</li> <li>○ Familiarity with the key drivers of globalization and their impact on IT operations for managers.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Ability to identify and analyze the challenges and opportunities in Information technology for managers.</li> <li>○ Applying fundamental Information technology for manager's concepts to real-world scenarios.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the importance of global perspectives in Technology decision-making.</li> <li>○ Demonstrating openness to learning about different cultures and IT practices for managers.</li> </ul> </li> </ul>
2	Kinds of Information Systems	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the various components of the IT environment.</li> <li>○ Familiarity with the impact of IT systems and Managers operations.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Ability to asses and analyze the influence of different environmental factors on Information technology for managers.</li> <li>○ Applying knowledge of the IT environment to anticipate and mitigate risks in global operations.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the importance of adapting IT to diverse Technology.</li> <li>○ Demonstrating a proactive approach to understanding and responding to changes in the IT landscape.</li> </ul> </li> </ul>
3	System Analysis	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b></li> </ul>

	and Development	<ul style="list-style-type: none"> <li>○ Understanding key developments of IT business.</li> <li>○ Familiarity with the evolution and application of roles and responsibilities of manager in IT operations.</li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Ability to critically analyze and compare different IT theories.</li> <li>○ Applying relevant theories to explain and predict the environment with IT culture.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the role of theoretical frameworks in shaping decisions.</li> <li>○ Demonstrating curiosity and openness to exploring various theoretical perspectives in IT business.</li> </ul> </li> </ul>
4	Application of MIS in Manufacturing and Service Sector	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the roles and functions of major sectors of IT with MIS.</li> <li>○ Familiarity with how Manufacturing industries gives a applications to operate in IT.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Ability to analyze the impact of Information Technology on global business operations and policies.</li> <li>○ Applying knowledge of these Technology and leverage global opportunities.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the significance of MIS in maintaining global economic order.</li> <li>○ Demonstrating a proactive attitude towards staying informed about the evolving roles of these applications of MIS in sectors.</li> </ul> </li> </ul>
5	Information Technology Infrastructure	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the structure, strategies, and roles of Multi-National Corporations (MNCs) in the global economy.</li> <li>○ Familiarity with the challenges and opportunities MNCs face in different IT.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Ability to analyze the strategic decisions of MNCs and its Infrastructure.</li> <li>○ Applying knowledge of MNC operations to assess their impact on IT business environment.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the influence of MNCs on global economic integration and development.</li> <li>○ Demonstrating an awareness of the ethical and social responsibilities of MNCs in diverse cultural and economic contexts.</li> </ul> </li> </ul>
6	Emerging Exponential Technologies	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding fundamental concepts of Emerging Technology.</li> <li>○ Familiarity with the exponential factors with AI and other applications where technology is emerging.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Ability to analyze and implement the IT culture for managers and update with technology.</li> <li>○ Applying the applications of exponential technology for sectors and analyze the IT operations.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the importance of ethical considerations, cultural sensitivity, and sustainability in Technological practices.</li> <li>○ Demonstrating a global mindset and a commitment to continuous improvement and innovation in managing Emerging Exponential Technologies.</li> </ul> </li> </ul>
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### 3. Syllabus

<b>Management Information Systems</b>			
<b>Course Code</b>	<b>M23MBA302</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P&amp;SDA)</b>	<b>2:2</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>40</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>03</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Objectives: This course will enable the students</b>			
<ul style="list-style-type: none"> <li>• To make students understand the concept to information technology importance in today's corporate world.</li> <li>• To create awareness about various Applications and emerging technologies available and its usages for excel the service in corporate sector.</li> <li>• To create awareness about role of MIS and its contributions to Corporate.</li> <li>• To make students understand Role of Computers/Social sciences software contributions.</li> </ul>			
<b>Module 1: Introduction to MIS</b>			<b>(6 hours)</b>
Concepts of MIS, Components of an IS, Management as Control systems, MIS support to Organizational Effectiveness, MIS for E- business Digital Firms – E-Commerce, E – Communication, E-Collaborations, Real Time Enterprise, MIS: Strategic Business Planning, & Dash Board, Security Challenges in E-Enterprises & Impacts of Information Technology on society.			
<b>Module 2: Kinds of Information Systems</b>			<b>(7 hours)</b>
Transaction Processing System (TPS) - Office Automation System (OAS) – Management Information System (MIS) –Decision Support System (DSS) and Group Decision Support System (GDSS) - Expert System (ES) - Executive Support System (EIS or ESS) & Ethical Issues in Information systems.			
<b>Module 3: System Analysis and Development</b>			<b>(7 hours)</b>
Need for System Analysis - Stages in System Analysis - Structured SAD and tools like DFD, System Development Models: Water Flow, Prototype, Spiral, RAD – Roles and responsibilities of System Analyst & Database Administrator and Data base Designer.			
<b>Module 4: Application of MIS in Manufacturing and Service Sector</b>			<b>(7 hours)</b>
Introduction - Personnel Management, Financial Management, Production Management, Raw Materials Management, Marketing Management. Introduction to Service Sector, Creating a distinctive service, MIS Applications in Airlines, Hotel, Hospital, Banking & Insurance.			
<b>Module 5: Information Technology Infrastructure</b>			<b>(7 hours)</b>
Introduction, data processing, transaction processing, application Processing, information system processing, introduction network, network topology, data communication, Data & Clint Service Architecture RDBMS, Data Ware House, Introduction to E-business, models of E-business, internet and World Wide Web (WWW), Intranet and extranet & electronic payment system.			
<b>Module 6: Emerging Exponential Technology</b>			<b>(6 hours)</b>
Introduction to Emerging Technologies. Introduction to AI and its Applications in Agriculture, Health, Business, Education. Introduction to IOT and its Applications at Smart home; Smart grid; Smart city; Wearable devices; Smart farming. Introduction to AR, VR and MR & Application of AR systems (education, medical, entertainment).			
<b>Suggested Learning Resources:</b>			

**Recommended Books**

1. Management Information Systems, Kenneth J Laudon, Jane P. Laudon, Pearson/PHI, 11/e, 2010.
2. Management Information Systems, W. S. Jawadekar, Tata McGraw Hill Edition, 5/e, 2017.
3. Management Information Systems, S. Sadagopan, PHI, 1/e, 2005.

**Reference Books**

1. Introduction to Information System, James A. O' Brien, Tata McGraw Hill, 12th Edition, 2007.
2. Management Information System, CSV Murthy, HPH, 3/e.

**Web Links and Video Lectures (e-Resources):**

- [https://onlinecourses.swayam2.ac.in/cec21\\_ge05/preview](https://onlinecourses.swayam2.ac.in/cec21_ge05/preview)
- <https://www.digimat.in/nptel/courses/video/122105022/L01.html>
- <https://www.youtube.com/watch?v=5JMkdGQCm4k>
- <https://archive.nptel.ac.in/courses/110/105/110105148/>
- <https://drive.google.com/file/d/16WQO04CNTgv0D236HTnEmrmF1DLx1MGW/view>
- <https://freevidelectures.com/course/2687/management-information-system>
- [https://www.academia.edu/33858287/LECTURE\\_NOTES\\_on\\_Management\\_Information\\_Systems](https://www.academia.edu/33858287/LECTURE_NOTES_on_Management_Information_Systems)
- [https://ebooks.lpude.in/management/mba/term\\_4/DMGT505\\_MANAGEMENT\\_INFORMATION\\_SYSTEM.pdf](https://ebooks.lpude.in/management/mba/term_4/DMGT505_MANAGEMENT_INFORMATION_SYSTEM.pdf)
- <https://www.pdfdrive.com/management-information-systems-e19716384.html>

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

**Skill Development Activities Suggested**

- Identify any companies and write at least 2 pages of analysis report on how participations are benefited by IT enabled E-business enterprises.
- Study the Application of AI in any one field and prepare a Report.
- Study the Application of IOT in any one field and prepare a Report.

**4. Syllabus Timeline**

S/L	Syllabus Timeline	Description
1	Week 1-2: Introduction to MIS	<ul style="list-style-type: none"> <li>• Concepts of MIS, Components of an IS, Management as Control systems</li> <li>• MIS support to Organizational Effectiveness, MIS for E- business Digital Firms – E-Commerce, E – Communication, E-Collaborations</li> <li>• Real Time Enterprise, MIS: Strategic Business Planning, &amp; Dash Board, Security Challenges in E-Enterprises</li> <li>• Impacts of Information Technology on society</li> </ul>
2	Week 3-4: Kinds of Information Systems	<ul style="list-style-type: none"> <li>• Transaction Processing System (TPS) - Office Automation System(OAS)- Management Information System (MIS)</li> <li>• Decision Support System (DSS) and Group Decision Support System (GDSS) - Expert System (ES)</li> <li>• Executive Support System (EIS or ESS), Ethical Issues in Information systems</li> </ul>
3	Week 5-6: System Analysis	<ul style="list-style-type: none"> <li>• Need for System Analysis - Stages in System Analysis - Structured SAD and tools like DFD.</li> </ul>

	and Development	<ul style="list-style-type: none"> <li>• System Development Models: Water Flow, Prototype, Spiral, RAD – Roles and responsibilities of System Analyst</li> <li>• Database Administrator and Data base Designer</li> </ul>
4	Week 7-8: Application of MIS in Manufacturing and Service Sector	<ul style="list-style-type: none"> <li>• Introduction- Personnel Management, Financial Management, Production Management</li> <li>• Raw Materials Management, Marketing Management. Introduction to Service Sector, Creating a distinctive service</li> <li>• MIS Applications in Airlines, Hotel, Hospital, Banking, and Insurance.</li> </ul>
5	Week 9-10: Information Technology Infrastructure	<ul style="list-style-type: none"> <li>• Introduction, data processing, transaction processing, application Processing, information system processing</li> <li>• Introduction network, network topology, data communication, Data &amp; Clint Service Architecture RDBMS</li> <li>• Data Ware House, Introduction to E-business, models of E-business, internet and World Wide Web (WWW)</li> <li>• Intranet and extranet, electronic payment system</li> </ul>
6	Week 11-12: Emerging Exponential Technologies	<ul style="list-style-type: none"> <li>• Introduction to Emerging Technologies. Introduction to AI</li> <li>• Applications in Agriculture, Health, Business, Education</li> <li>• Introduction to IOT and its Applications at Smart home; Smart grid; Smart city; Wearable devices; Smart farming</li> <li>• Introduction to AR, VR and MR, Application of AR systems (education, medical, entertainment)</li> </ul>

### 5. Teaching Learning Process Strategies

S/L	TLP Strategies:	Description
1	Lecture Method	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves the traditional format of a teacher delivering information to students.</li> <li>○ The instructor explains concepts, theories, and principles related to the course.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ The lecture method is effective for presenting foundational knowledge, theoretical concepts and frameworks.</li> <li>○ It provides a structured way to convey information and ensures that all students receive the same content.</li> <li>○ Visual aids, multimedia, and interactive elements can enhance engagement during lectures.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for introducing new topics, theoretical foundations, and fundamental principles in communication.</li> </ul> </li> </ul>
2	Case Studies and Group Discussions	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves presenting real or hypothetical scenarios for analysis and discussion.</li> <li>○ Students collaboratively discuss, analyse, and propose solutions to case-based problems.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Encourages critical thinking, problem-solving, and application of theoretical knowledge to practical situations.</li> </ul> </li> </ul>



		<ul style="list-style-type: none"> <li>○ Fosters active participation, communication skills, and the exchange of diverse perspectives among students.</li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing analytical skills, decision-making abilities, and understanding the practical implications of the concepts.</li> </ul> </li> </ul>
3	Role Plays and Simulations	<ul style="list-style-type: none"> <li>● <b>Description:</b> <ul style="list-style-type: none"> <li>○ Students enact specific roles in simulated scenarios that mirror real-world situations.</li> <li>○ Simulations replicate aspects of the business environment to provide hands-on experience.</li> </ul> </li> <li>● <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Enhances experiential learning by allowing students to apply theoretical concepts in simulated real-world contexts.</li> <li>○ Develops interpersonal and communication skills as students actively engage in different roles and scenarios.</li> </ul> </li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing practical skills, interpersonal communication, and understanding the dynamics of business environment.</li> </ul> </li> </ul>
4	Real World Applications and Industry Guest Lectures	<ul style="list-style-type: none"> <li>● <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves integrating real-world examples, case studies and experiences into the learning process.</li> <li>○ Industry professionals or experts are invited to deliver lectures or share insights with students.</li> </ul> </li> <li>● <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing how concepts are applied in actual business settings.</li> <li>○ Provides students with valuable insights, industry perspectives, and networking opportunities.</li> </ul> </li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Enhances students' understanding of the practical relevance of communication concepts.</li> <li>○ Fosters connections between academia and industry, exposing students to real-world challenges and solutions.</li> </ul> </li> </ul>
5	<p><b>Overall Integration:</b> These teaching-learning strategies can be integrated for a well-rounded and comprehensive learning experience.</p> <p>For example, a case study can be followed by a group discussion to encourage collaborative problem-solving, and a related role-play or simulation can provide a hands-on application of the concepts learned. Guest lecturers from industry professionals can further enrich the learning experience by providing real-world insights and practical examples related to the course content.</p>	
6	<p><b>Adaptability:</b> Flexibility is key and instructors may choose to adapt and combine these strategies based on the specific objectives of each module or lesson.</p> <p>Regular feedback and assessment can help gauge the effectiveness of these strategies and make adjustments as needed.</p>	

## 6. Assessment Details

### Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements

(passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

**Continuous Internal Evaluation:**

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

**CIE Marks shall be based on:**

- a) Tests (for 25 Marks) and
- b) Assignments, presentations, quiz, simulation, experimentation, mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

**Semester End Examination:**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.

**7. Learning Objectives**

S/L	Learning Objectives	Description
1	Understand the Role of IT in Business Operations	Students will be able to explain how information technology supports business processes, decision-making, and strategic objectives.
2	Apply Strategic IT Management	Students will be able to align IT strategies with organizational goals to enhance business performance and gain competitive advantages.
3	Utilize Data Analytics for Decision-Making	Students will be able to use data analytics tools and techniques to extract insights from business data and inform strategic decision-making.
4	Understand IT Governance and Compliance	Students will be able to explain the importance of IT governance, develop policies for IT management, and ensure compliance with legal and regulatory standards
5	Assess Ethical and Social Implications of IT	Students will be able to evaluate the ethical and social implications of IT in business, including issues related to privacy, security, and responsible technology use.
6	Communicate IT Concepts to Stakeholders	Students will be able to effectively communicate complex IT concepts and strategies to non-technical stakeholders, ensuring clear understanding and alignment across the organization.

**8. Course Outcomes (COs) and Mapping with POs / PSOs**

**Course Outcomes**

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

COs	Description	Blooms Level
M23MBA302.1	Understand different kinds of information systems, system development models and processes to facilitate organizational effectiveness.	L2
M23MBA302.2	Apply different system development models and processes for improving organizational performance	L3
M23MBA302.3	Analyze trends in emerging technologies for effective management information systems.	L4
M23MBA302.4	Evaluate an effective information systems and infrastructure using different system development models and emerging technologies for organizational effectiveness.	L5

**Mapping of COs POs and PSOs**

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
M23MBA302.1	2					2		
M23MBA302.2	3		2			2		
M23MBA302.3		3		3	2		3	2
M23MBA302.4		2	2	2			2	3
M23MBA302	2.5	2.5	2	2.5	2	2	2.5	2.5

**9. Assessment Plan****Continuous Internal Assessment**

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	10				10
<b>Module 2</b>		5			5
<b>Module 3</b>			5		5
<b>Module 4</b>				10	10
<b>Module 5</b>				10	10
<b>Module 6</b>		10			10
<b>Total</b>	<b>10</b>	<b>15</b>	<b>5</b>	<b>20</b>	<b>50</b>

**SEE**

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	20				20
<b>Module 2</b>		10			10
<b>Module 3</b>			10		10
<b>Module 4</b>				20	20
<b>Module 5</b>				20	20
<b>Module 6</b>		20			20
<b>Total</b>	<b>20</b>	<b>30</b>	<b>10</b>	<b>40</b>	<b>100</b>

**Conditions for SEE Paper Setting****Semester End Examination**

Questions are to be asked covering all COs. Question paper shall cover entire syllabus and shall consist of Part A and Part B as under.

- **Part A shall consist of seven questions; each question (20 Marks) is subdivided into a, b, c covering all the topics of respective module.**

- **Part B shall be compulsory question on case study / practical problem for 20 Marks. (The question may contain a maximum of 4 sub division).**

### 10. Future with this Subject

The “Management Information Systems” course in the third semester of the MBA program lays a strong foundation for several future courses in the graduate program. The contributions of this subject extend across various areas, enhancing the students' understanding and skills in the field of Management Information Systems. Here are some notable contributions:

- **Emphasis on Digital Transformation Leadership:** As organizations increasingly undergo digital transformation, the subject will focus more on equipping managers with the skills to lead and manage these initiatives. This includes understanding the integration of emerging technologies like AI, machine learning, blockchain, and the Internet of Things (IoT) into business strategies.
- **Focus on Data-Driven Decision-Making:** Data analytics will continue to be a critical area, with the subject evolving to include advanced analytics, big data management, and the use of real-time data for strategic decision-making. Managers will need to be adept at interpreting data to drive business outcomes.
- **Ethical and Social Implications of Technology:** As technology becomes more pervasive, the subject will increasingly address the ethical, social, and environmental implications of IT. This includes discussions on the ethical use of AI, the digital divide, and the role of technology in sustainable business practices.
- **Agile and Resilient IT Management:** The future will see a greater emphasis on agile methodologies and resilience in IT management. Managers will need to adapt quickly to technological changes and disruptions, ensuring that their organizations remain flexible and responsive to market demands.
- **Integration of Remote Work and Collaboration Technologies:** With the rise of remote work and global teams, the subject will cover the management of distributed IT environments, virtual collaboration tools, and strategies for maintaining productivity and security in remote work settings.

<b>3<sup>rd</sup> Semester</b>	<b>Professional Elective Course (PE) Consumer Behaviour</b>	<b>M23MBAMM303</b>
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**1. Prerequisites**

S/L	Proficiency	Prerequisites
1	Basic Understanding	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> Familiarity with basic marketing concepts, including the marketing mix (4Ps) and market segmentation.</li> <li>• <b>Understanding:</b> Basic understanding of psychological and sociological factors that influence consumer behavior, such as motivation, perception, culture, and social class.</li> </ul>
2	Problem Solving	<ul style="list-style-type: none"> <li>• <b>Differentiation:</b> Ability to differentiate between various consumer behavior models and their applications.</li> <li>• <b>Skills:</b> Competence in analyzing consumer data to identify patterns and insights that inform marketing strategies.</li> </ul>
3	Industry Relevant Skill Sets	<ul style="list-style-type: none"> <li>• <b>Understanding:</b> Awareness of current consumer trends and the impact of digital media on consumer behavior.</li> <li>• <b>Application:</b> Ability to apply consumer behavior theories to real-world marketing scenarios and develop strategies that resonate with target audiences.</li> </ul>

**2. Competencies**

S/L	Competency	KSA Description
1	Introduction to Consumer Behavior	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding key factors influencing consumer decisions.</li> <li>○ Familiarity with basic consumer behavior models and theories.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Analyzing consumer behavior patterns and trends.</li> <li>○ Applying consumer behavior concepts to real-world marketing scenarios.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Being open-minded about diverse consumer behaviors.</li> <li>○ Valuing ethical considerations in consumer behavior analysis.</li> </ul> </li> </ul>
2	Consumer Decision Making	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the stages of the consumer decision-making process.</li> <li>○ Familiarity with factors that influence decision-making, such as psychological, social, and environmental factors.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Analyzing how consumers make purchasing decisions.</li> <li>○ Applying decision-making models to predict consumer behavior in various scenarios.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Appreciating the complexity of the consumer decision-making process.</li> <li>○ Valuing the importance of consumer-centric strategies in influencing purchase decisions.</li> </ul> </li> </ul>
3	Motivation, Personality and Perception	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the role of motivation in consumer behavior and the factors that drive consumer needs.</li> <li>○ Familiarity with how personality traits and perception influence consumer attitudes and decision-making.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Analyzing how motivational factors, personality, and perception shape consumer choices.</li> <li>○ Applying concepts of motivation, personality, and perception to develop targeted marketing strategies.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Appreciating the impact of individual differences in motivation, personality, and perception on consumer behavior.</li> <li>○ Valuing the importance of tailoring marketing efforts to align with consumers' psychological profiles.</li> </ul> </li> </ul>
4	Learning and Attitude	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the processes of consumer learning and how it influences behavior over time.</li> <li>○ Familiarity with the formation and change of consumer attitudes and their impact on purchasing decisions.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Analyzing how learning experiences shape consumer preferences and brand loyalty.</li> <li>○ Applying theories of learning and attitude formation to influence consumer perceptions and behaviors.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the role of learning in shaping long-term consumer behavior and brand relationships.</li> <li>○ Appreciating the importance of fostering positive attitudes toward brands through consistent and ethical marketing practices.</li> </ul> </li> </ul>
5	Social Class, Culture and Groups	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding how social class, culture, and group dynamics influence consumer behavior and decision-making.</li> <li>○ Familiarity with the impact of cultural norms, values, and group affiliations on consumer preferences and purchasing habits.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Analyzing the effects of social class and cultural background on consumer choices.</li> <li>○ Applying insights from social class, cultural, and group influences to design effective marketing strategies that resonate with specific target audiences.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Appreciating the diversity of consumer behavior shaped by social class, cultural, and group influences.</li> <li>○ Valuing the importance of cultural sensitivity and inclusivity in marketing practices.</li> </ul> </li> </ul>
6	Leadership, Innovation and CRM	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the role of leadership in driving innovation and shaping customer relationship management (CRM) strategies.</li> <li>○ Familiarity with how innovation influences CRM practices and enhances customer satisfaction and loyalty.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Analyzing the impact of leadership styles on fostering innovation and</li> </ul> </li> </ul>

		<p>effective CRM.</p> <ul style="list-style-type: none"> <li>○ Applying innovative approaches to improve CRM systems and strategies, enhancing customer experiences.</li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the importance of leadership in promoting a culture of innovation within an organization.</li> <li>○ Appreciating the role of continuous innovation in maintaining strong customer relationships and ensuring long-term business success.</li> </ul> </li> </ul>
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### 3. Syllabus

<b>Consumer Behaviour</b>			
<b>Course Code</b>	<b>M23MBAMM303</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P&amp;SDA)</b>	<b>3:2</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>50</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>04</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Objectives: This course will enable the students</b>			
<ul style="list-style-type: none"> <li>● To development an understanding of consumer behavior theories and apply this understanding in a marketing decision making context.</li> <li>● To identify the multitude of factors influencing consumers so that each of us will be able to apply this knowledge to improve market strategy.</li> <li>● To create better marketing programs &amp; strategies basing on the knowledge of consumer behavior.</li> <li>● To demonstrate theories to real world marketing situations.</li> </ul>			
<b>Module 1: Introduction to Consumer Behaviour</b>			<b>(5 hours)</b>
Meaning of Consumer Behaviour; Difference between Consumer & Customer; Nature& characteristics of Indian Consumers; Rights & Responsibilities of consumers in India & Benefits of consumerism.			
<b>Module 2: Consumer Decision Making</b>			<b>(9 hours)</b>
Consumer Buying Decision Process, Levels of Consumer Decision Making – Four views of consumer decision making. On-line Decision Making: Meaning & Process/Stages. Models of Consumer Behaviour: Input – Process - Output Model, Nicosia Model, & Class Exercise: Conducting consumer experiments.			
<b>Module 3: Application of Motivation, Personality and Perception in Consumer Behaviour</b>			<b>(9 hours)</b>
<b>Motivation:</b> Basics of Motivation, Needs, Goals, Positive & Negative Motivation, and Rational Vs Emotional motives, Motivation Process, Arousal of motives, Selection of goals. Motivation Theories & Marketing Strategy.			
<b>Personality:</b> Basics of Personality, Theories of Personality and Marketing Strategy (Freudian Theory, Neo Freudian Theory, Trait Theory), Brand Personality & Self and Self-Image.			
<b>Perception:</b> Basics of Perception & Marketing implications, Elements of Perception, Dynamics of Perception, Influence of perception on consumer behavior, Perceived price, Perceived quality, price/quality relationship, Perceived Risk, Types of risk & managing risk.			
<b>Module 4: Learning and Attitudes</b>			<b>(9 hours)</b>
<b>Learning:</b> Elements of Consumer Learning, Marketing Applications of Behavioural Learning Theories, Classical Conditioning – Pavlovian Model & Instrumental Conditioning.			
<b>Attitude:</b> Basics of attitude, the nature of attitude, Models of Attitude & Marketing Implication, (Tri component Model of attitude, Multi attribute attitude models)			
<b>Module 5: Social Class, Culture and Groups</b>			<b>(9 hours)</b>
<b>Social Class:</b> Social Class Basics, What is Social Class? (Social class & Social status, the dynamics of status consumption), Features of Social Class & Five Social - Class Categories in India.			
<b>Culture:</b> Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour. Subculture: Meaning, Subculture division and consumption pattern in India, Types of			

subcultures. Cross Culture – Cross – cultural consumer analysis - Cross – cultural marketing strategy: Cross - cultural marketing problems in India & Strategies to overcome cross – cultural problem

**Groups:** Meaning and Nature of Groups, Types Family: The changing structure of family, Family decision making and roles in decision making, Dynamics of husband-wife decision making, The family life cycle & marketing strategy, Traditional family life cycle & marketing implications.

**Module 6: Leadership, Innovation and CRM (9 hours)**

**Opinion Leadership:** Dynamics of opinion leadership process, Measurement of opinion leadership, Market Mavens, Opinion Leadership & Marketing Strategy & Creation of Opinion Leaders.

**Diffusion of Innovations:** Diffusion Process, Adoption Process: Stages, categories of adopters & Post Purchase Processes.

**Customer Relationship Management:** Meaning & Significance of CRM & Types of CRM Strategies for building relationship marketing.

**Suggested Learning Resources:**

**Recommended Books**

1. Consumer Behaviour, Schiffman Kanukand S. Ramesh Kumar - Pearson, Latest Edition.
2. Consumer Behaviour: A Managerial Perspective, Dr. Dheeraj Sharma, Jagdish N Sheth, Banwari Mittal, Cengage Learning, latest Edition.

**Reference Books**

1. Consumer Behaviour in Indian Perspective, Himalaya Publications – latest Edition.
2. Consumer Behaviour, Sethna, Sage Publications, 4/e, 2018.

**Web Links and Video Lectures (e-Resources):**

- <https://youtu.be/ctMpHpJouoU>
- <https://youtu.be/jSrC-EWYIJQ>
- <https://youtu.be/dptzjrKRAm8>
- <https://youtu.be/60eRK7AwwgM>
- [https://youtu.be/KILsxmXUm\\_M](https://youtu.be/KILsxmXUm_M)
- <https://youtu.be/0srjdRDh99Y>
- <https://youtu.be/AGYxSskyuq0>
- <https://books.mec.biz/tmp/books/NXHORTHBO2L87NIU6YVN.pdf>
- [https://www.oup.com.au/data/assets/file/0025/131983/9780195597080\\_SC.pdf](https://www.oup.com.au/data/assets/file/0025/131983/9780195597080_SC.pdf)
- <https://www.pdfdrive.com/consumer-behaviour-books.html>

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

**Skill Development Activities Suggested**

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



<p>personality types of your family members.</p> <ul style="list-style-type: none"> <li>Conduct a study on advertisements regarding a specific product and find out how consumer deal with the information overload.</li> </ul>
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#### 4. Syllabus Timeline

S/L	Syllabus Timeline	Description
1	Week 1-2: Introduction to Consumer Behaviour	<ul style="list-style-type: none"> <li>Introduction to the basic concepts &amp; meaning of consumer behavior.</li> <li>The difference between consumers &amp; customers.</li> <li>Explore the nature &amp; characteristics of Indian consumers.</li> <li>Rights &amp; responsibilities, &amp; the benefits of consumerism.</li> </ul>
2	Week 3-4: Consumer Decision Making	<ul style="list-style-type: none"> <li>Decision making process.</li> <li>Delve into the consumer buying decision process, different levels of decision-making.</li> <li>Models of consumer behaviour.</li> <li>Study online decision-making stages.</li> <li>Engage in case exercises to apply these concepts practically.</li> </ul>
3	Week 5-6: Motivation, Personality and Perception	<ul style="list-style-type: none"> <li>Focus on the basics of motivation, goal &amp; theories of personality.</li> <li>Learn about perception and its influence on consumer behaviour, including brand personality, self-image, &amp; perceived quality.</li> </ul>
4	Week 7-8: Learning and Attitudes	<ul style="list-style-type: none"> <li>Examine the elements of consumer learning, including classical &amp; instrumental conditioning.</li> <li>Explore the nature of attitudes, their formation, &amp; implications in marketing strategies.</li> </ul>
5	Week 9-10: Social Class, Culture and Groups	<ul style="list-style-type: none"> <li>Study the basics of social class, culture, &amp; group dynamics in consumer behaviour.</li> <li>Understand the role of customs, values, &amp; beliefs in shaping consumer behaviour, including cross-cultural &amp; subcultural influences.</li> </ul>
6	Week 11-12: Leadership, Innovation and CRM	<ul style="list-style-type: none"> <li>Analyze the dynamics of opinion leadership, the diffusion of innovations, &amp; the significance of customer relationship management (CRM).</li> <li>Learn about the stages of the adoption process, the creation of opinion leaders, &amp; strategies for building relationship marketing.</li> </ul>

#### 5. Teaching Learning Process Strategies

S/L	TLP Strategies:	Description
1	Lecture Method	<ul style="list-style-type: none"> <li><b>Description:</b> <ul style="list-style-type: none"> <li>Involves the traditional format of a teacher delivering information to students.</li> <li>The instructor explains concepts, theories, and principles related to the course.</li> </ul> </li> <li><b>Elaboration:</b> <ul style="list-style-type: none"> <li>The lecture method is effective for presenting foundational knowledge, theoretical concepts and frameworks.</li> <li>It provides a structured way to convey information and ensures that all students receive the same content.</li> <li>Visual aids, multimedia, and interactive elements can enhance</li> </ul> </li> </ul>

		<p>engagement during lectures.</p> <ul style="list-style-type: none"> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for introducing new topics, theoretical foundations, and fundamental principles in communication.</li> </ul> </li> </ul>
2	Case Studies and Group Discussions	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves presenting real or hypothetical scenarios for analysis and discussion.</li> <li>○ Students collaboratively discuss, analyse, and propose solutions to case-based problems.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Encourages critical thinking, problem-solving, and application of theoretical knowledge to practical situations.</li> <li>○ Fosters active participation, communication skills, and the exchange of diverse perspectives among students.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing analytical skills, decision-making abilities, and understanding the practical implications of the concepts.</li> </ul> </li> </ul>
3	Role Plays and Simulations	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Students enact specific roles in simulated scenarios that mirror real-world situations.</li> <li>○ Simulations replicate aspects of the business environment to provide hands-on experience.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Enhances experiential learning by allowing students to apply theoretical concepts in simulated real-world contexts.</li> <li>○ Develops interpersonal and communication skills as students actively engage in different roles and scenarios.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing practical skills, interpersonal communication, and understanding the dynamics of business environment.</li> </ul> </li> </ul>
4	Real World Applications and Industry Guest Lectures	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves integrating real-world examples, case studies and experiences into the learning process.</li> <li>○ Industry professionals or experts are invited to deliver lectures or share insights with students.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing how concepts are applied in actual business settings.</li> <li>○ Provides students with valuable insights, industry perspectives, and networking opportunities.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Enhances students' understanding of the practical relevance of communication concepts.</li> <li>○ Fosters connections between academia and industry, exposing students to real-world challenges and solutions.</li> </ul> </li> </ul>
5	<p><b>Overall Integration:</b> These teaching-learning strategies can be integrated for a well-rounded and comprehensive learning experience.</p> <p>For example, a case study can be followed by a group discussion to encourage collaborative problem-</p>	

	solving, and a related role-play or simulation can provide a hands-on application of the concepts learned. Guest lecturers from industry professionals can further enrich the learning experience by providing real-world insights and practical examples related to the course content.
6	<b>Adaptability:</b> Flexibility is key and instructors may choose to adapt and combine these strategies based on the specific objectives of each module or lesson. Regular feedback and assessment can help gauge the effectiveness of these strategies and make adjustments as needed.

## 6. Assessment Details

### Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

### Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

### CIE Marks shall be based on:

- Tests (for 25 Marks) and
- Assignments, presentations, quiz, simulation, experimentation, mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

### Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.

## 7. Learning Objectives

S/L	Learning Objectives	Description
1	Introduction to Consumer Behaviour	Students will be able to explain the key concepts of consumer behaviour, including factors influencing consumer decisions and how these concepts apply to marketing strategies
2	Consumer Decision Making	Students will be able to analyze the stages of the consumer decision-making process and apply decision-making models to predict consumer behaviour.
3	Motivation, Personality and Perception	Students will be able to analyse how motivation, personality, and perception influence consumer behaviour and apply these insights to develop effective marketing strategies.
4	Learning and Attitudes	Students will be able to apply theories of learning and attitude formation to influence consumer behaviour and design strategies to shape positive consumer

		attitudes.
5	Social Class, Culture and Groups	Students will be able to analyze the effects of social class, culture, and group dynamics on consumer behaviour and apply this understanding to tailor marketing efforts.
6	Leadership, Innovation and CRM	Students will be able to understand the role of leadership in driving innovation and CRM, and apply these concepts to develop strategies that enhance customer engagement and foster a culture of innovation.

### 8. Course Outcomes (COs) and Mapping with POs / PSOs

#### Course Outcomes

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

COs	Description	Blooms Level
M23MBAMM303.1	Apply the psychological and behavioural practices adopted by organization to enhance the consumer behaviour.	L2
M23MBAMM303.2	Analyze the factors of consumer behaviour to make effective marketing strategies.	L3
M23MBAMM303.3	Evaluate the consumer research approaches, methods and process for betterment of modern business.	L4
M23MBAMM303.4	Develop the consumer buying decision process to assist the customer's point of view on purchasing.	L5

#### Mapping of COs POs and PSOs

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
M23MBAMM303.1	3					2		3
M23MBAMM303.2		3					2	
M23MBAMM303.3		2	2	2		2		
M23MBAMM303.4			2	2	2		3	
M23MBAMM303	3	2.5	2	2	2	2	2.5	3

### 9. Assessment Plan

#### Continuous Internal Assessment

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
Module 1	10				10
Module 2		5			5
Module 3			5		5
Module 4				10	10
Module 5			10		10
Module 6		5		5	10
<b>Total</b>	<b>10</b>	<b>10</b>	<b>15</b>	<b>15</b>	<b>50</b>

SEE

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
Module 1	20				20
Module 2		10			10
Module 3			10		10
Module 4				20	20
Module 5			20		20
Module 6		10		10	20

<b>Total</b>	<b>20</b>	<b>20</b>	<b>30</b>	<b>30</b>	<b>100</b>
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### Conditions for SEE Paper Setting

#### Semester End Examination

Questions are to be asked covering all COs. Question paper shall cover entire syllabus and shall consist of Part A and Part B as under.

- **Part A shall consist of seven questions; each question (20 Marks) is subdivided into a, b, c covering all the topics of respective module.**
- **Part B shall be compulsory question on case study / practical problem for 20 Marks. (The question may contain a maximum of 4 sub division).**

#### 10. Future with this Subject

The "Consumer Behaviour" course in the third semester of the MBA program lays a strong foundation for several future courses in the graduate program. The contributions of this subject extend across various areas, enhancing the students' understanding and skills in the field of Consumer Behaviour. Here are some notable contributions:

- **Data Analytics and Insights:** Increasing reliance on data analytics to understand consumer behavior patterns and drive decision-making in marketing strategies.
- **Personalization and Customer Experience:** Greater emphasis on personalized marketing and tailored customer experiences based on deep insights into consumer preferences and behavior.
- **AI and Machine Learning:** Integration of AI and machine learning to predict consumer behavior, automate customer interactions, and enhance marketing effectiveness.
- **Behavioral Economics:** Growth in applying principles of behavioral economics to understand and influence consumer decision-making processes.
- **Digital Transformation:** Expanding use of digital tools and platforms to analyze consumer behavior and implement innovative marketing strategies.
- **Consumer Privacy and Ethics:** Increasing importance of addressing consumer privacy concerns and ethical considerations in data collection and usage.
- **Cross-Cultural Marketing:** Enhanced focus on understanding cross-cultural differences in consumer behavior for global marketing strategies.
- **Sustainability and Social Responsibility:** Rising consumer demand for sustainable and socially responsible products, influencing marketing and product development strategies.
- **Customer Loyalty and Retention:** Emphasis on using consumer behavior insights to build strong customer loyalty programs and improve long-term retention strategies.

<b>3<sup>rd</sup> Semester</b>	<b>Professional Elective Course (PE) Services Marketing</b>	<b>M23MBAMM304</b>
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**1. Prerequisites**

S/L	Proficiency	Prerequisites
1	Basic Understanding	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> Familiarity with the Services marketing theories and approaches of marketing and Service marketing mix.</li> <li>• <b>Understanding:</b> Difference between Goods &amp; Services, categories of services, consumer behavior in service sector, and methods of pricing.</li> </ul>
2	Problem Solving Methods	<ul style="list-style-type: none"> <li>• <b>Differentiation:</b> Ability to classify and differentiate between various methods of pricing, advertising strategies &amp; buying behavior.</li> <li>• <b>Skills:</b> Capability to take proper decision based on the consumer behavior and buying motives.</li> </ul>
3	Market Relevant Skill Sets	<ul style="list-style-type: none"> <li>• <b>Understanding:</b> Segmenting, targeting and positioning, creativity and innovation towards promotion activities.</li> <li>• <b>Application:</b> Ability to create strategies during peak &amp; Demand times.</li> </ul>

**2. Competencies**

S/L	Competency	KSA Description
1	Introduction to Services	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Reasons for the growth of services sector and its contribution.</li> <li>○ Applying characteristics of services to improve the knowledge of Consumer behavior.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Analyzing and interpreting service marketing and its environment.</li> <li>○ Applying the service marketing triangle to real-world business challenges.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the importance of Service marketing mix in effective business.</li> <li>○ Appreciation for GAP Model to achieve the best qualities for Services.</li> </ul> </li> </ul>
2	Market Research for Customer Expectation	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the reasons for market research.</li> <li>○ Familiarity about the significance of customer relationship for retention.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Understanding the types of market research.</li> <li>○ Identifying the factors of market segmentation effective decision making.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Openness to different market research decisions.</li> <li>○ Appreciation for the levels of retention strategies.</li> </ul> </li> </ul>
3	Customer Defined Service Standards	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the importance of supply and demand.</li> <li>○ Classification of Hard standards &amp; Soft standards.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Applying the strategies for matching capacity &amp; demand.</li> <li>○ Demonstrating effective steps for waiting line &amp; yield management.</li> </ul> </li> <li>• <b>Attitudes:</b></li> </ul>

		<ul style="list-style-type: none"> <li>○ Creating strategies for the Offensive &amp; Defensive marketing.</li> </ul>
4	Employee & Customer Role in Service Designing and Delivery	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the factors of conflicts in services.</li> <li>○ Application of key intermediaries in services.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Prepare strategies for closing GAP 3.</li> <li>○ Demonstrating the role of customer's in service delivery.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Creating strategies for enhancing the customer participation.</li> <li>○ Openness to take the decision on intermediary for service delivery.</li> </ul> </li> </ul>
5	Role of Services Marketing Communication	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the concept of service marketing communication.</li> <li>○ Ability to create and implement the type of pricing techniques.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Developing effectiveness of different marketing communication techniques.</li> <li>○ Implementing the different pricing strategies.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the strategic role SERVQUAL model for quality retention.</li> <li>○ Appreciation for the identifying non-monetary cost involving in pricing.</li> </ul> </li> </ul>
6	Physical Evidence in Services	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Introduction of the elements of Physical Evidence.</li> <li>○ Ability to set guidelines for Physical Evidence.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Developing the various Physical Evidence strategies for successful services marketing.</li> <li>○ Implementing the role of service scape effects for creating best physical evidence elements.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the importance of Physical Evidence in Service Market.</li> <li>○ Appreciation for enhancing the strategies for Physical Evidence.</li> </ul> </li> </ul>

### 3. Syllabus

<b>Services Marketing</b>			
<b>Course Code</b>	<b>M23MBAMM304</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P&amp;SDA)</b>	<b>3:2</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>50</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>04</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Objectives: This course will enable the students</b>			
<ul style="list-style-type: none"> <li>● To acquaint the students with the characteristics of services and their marketing implications.</li> <li>● To discuss and conceptualize the service quality, productivity in services, role of personnel in service marketing and to manage changes in the environment.</li> <li>● To familiarize the students with the GAPS model and strategizing towards closing the GAPS for effective services marketing.</li> </ul>			
<b>Module 1: Introduction to Services</b>			<b>(9 hours)</b>
Services, Services Marketing Definitions, 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; GAP model of service quality. <b>Consumer Behaviour in Services:</b> Search, Experience and Credence property, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services. Customer perception of services - Service encounters, Strategies for influencing customer perception.
<b>Module 2: Market Research for Customer Expectation (9 hours)</b>
Key reasons for gap using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies –Relationship marketing & its uses in Services, levels of retention strategies, Market segmentation-Basis & targeting in services.
<b>Module 3: Customer Defined Service Standards (9 hours)</b>
“Hard” & “Soft” standards, challenges of matching supply & demand in capacity, four common types of constraints facing services, optimum v/s maximum use of capacity, strategies for matching capacity & demand. Yield management-balancing capacity utilization, Waiting line strategies- four basic Waiting line strategies. Leadership in services key reasons for GAP-2 service leadership, Service quality as profit strategy, Role of service quality In offensive and defensive marketing.
<b>Module 4: Employee &amp; Customer role in Service Designing and Delivery (7 hours)</b>
Boundary spanning roles, Emotional labour, Source of conflict, Quality- productivity trade off, Strategies for closing GAP 3. Customer’s role in service delivery-Importance of customer & customer’s role in service delivery, Strategies for enhancing-Customer participation, Key intermediaries for service delivery, Intermediary control strategies.
<b>Module 5: Role of Services Marketing Communication (9 hours)</b>
Role of services marketing communication - Key reasons for GAP 4 involving communication, four categories of strategies to match service promises with delivery. Pricing of services - Role of price and value in provider GAP 4, Role of non-monitory cost, Price as an indicator of service quality – Approaches to pricing services, pricing strategies, SERVQUAL Model. <b>Mini Project – On measuring SERVQUAL</b>
<b>Module 6: Physical Evidence in Services (7 hours)</b>
<b>Physical Evidence in Services:</b> Importance of Physical Evidence, Elements of Physical Evidence, Physical Evidence Strategies, Guidelines for Physical Evidence. <b>Service Scapes:</b> Role of services capes, Approaches for understanding service scapes effects, Frame work for understanding services capes & its effect on behaviour.
<b>Suggested Learning Resources:</b>
<b>Recommended Books</b>
1. Services Marketing, Valarie A Zeithmal & Mary Jo Bitner, Mc Graw Hill, 6/e 2018.
2. Services Marketing, Christopher Lovelock, Pearson Education, 2014.
3. Services Marketing, Rajendra Nargundkar, Mc Graw Hill, 2015.
<b>Reference Books</b>
1. Marketing Research, Kumar, Sage Publications, 4/e, 2018.
2. Services Marketing: Operation, Management and Strategy, Kenneth E, Biztantra, 2021
<b>Web Links and Video Lectures (e-Resources):</b>
<ul style="list-style-type: none"> <li>• <a href="https://youtu.be/5fdx5Laavkc">https://youtu.be/5fdx5Laavkc</a></li> <li>• <a href="https://youtu.be/Ule8n6GgE1g">https://youtu.be/Ule8n6GgE1g</a></li> <li>• <a href="https://youtu.be/ob5KWs3I3aY?t=131">https://youtu.be/ob5KWs3I3aY?t=131</a></li> <li>• <a href="https://youtu.be/U1VWUHLhmdk">https://youtu.be/U1VWUHLhmdk</a></li> <li>• <a href="https://youtu.be/iWuYUhSHXHg">https://youtu.be/iWuYUhSHXHg</a></li> <li>• <a href="https://youtu.be/IErR_YYfP3Y">https://youtu.be/IErR_YYfP3Y</a></li> <li>• <a href="https://youtu.be/mLv7MASrDIQ">https://youtu.be/mLv7MASrDIQ</a></li> </ul>
<b>Note: The afore said links and study material suggestive in nature, they may be used with due regards to</b>



**copy rights, patenting and other IPR rules.****Skill Development Activities Suggested**

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

**4. Syllabus Timeline**

S/L	Syllabus Timeline	Description
1	Week 1-2: Introduction to Services	<ul style="list-style-type: none"> <li>• Services, Services Marketing Definitions.</li> <li>• Reasons for the growth of services sector and its contribution; difference in goods and service marketing; characteristics of services; concept of service marketing triangle.</li> <li>• Service marketing mix; GAP model of service quality.</li> <li>• Consumer behaviour in services: Search, Experience and Credence property, two levels of expectation, Zone of tolerance.</li> <li>• Factors influencing customer expectation of services. Customer perception of services- Service encounters.</li> <li>• Strategies for influencing customer perception.</li> </ul>
2	Week 3-4: Market Research for Customer Expectation	<ul style="list-style-type: none"> <li>• Key reasons for gap using marketing research to understand customer expectation.</li> <li>• Types of service research, Building customer relationship through retention strategies.</li> <li>• Relationship marketing &amp; its uses in Services.</li> <li>• Levels of retention strategies.</li> <li>• Market segmentation-Basis &amp; targeting in services.</li> </ul>
3	Week 5-6: Customer Defined Service Standards	<ul style="list-style-type: none"> <li>• “Hard” &amp; “Soft” standards, challenges of matching supply &amp; demand in capacity.</li> <li>• Four common types of constraints facing services, optimum v/s maximum use of capacity, strategies for matching capacity &amp; demand.</li> <li>• Yield management-balancing capacity utilization.</li> <li>• Waiting line strategies- four basic Waiting line strategies.</li> <li>• Leadership in services keyreasons for GAP-2 service leadership.</li> <li>• Service quality as profit strategy, Role of service quality In offensive and defensive marketing.</li> </ul>
4	Week 7-8: Employee & Customer Role in Service Designing and Delivery	<ul style="list-style-type: none"> <li>• Boundary spanning roles, Emotional labour, Source of conflict.</li> <li>• Quality- productivity trade off, Strategies for closing GAP 3.</li> <li>• Customer’s role in service delivery-Importance of customer &amp; customer’s role in service delivery.</li> <li>• Strategies for enhancing-Customer participation.</li> <li>• Key intermediaries for service delivery, Intermediary control strategies.</li> </ul>
5	Week 9-10: Role of Services Marketing	<ul style="list-style-type: none"> <li>• Role of services marketing communication- Key reasons for GAP 4 involving communication.</li> <li>• Four categories of strategies to match service promises with delivery.</li> </ul>

	Communication	<ul style="list-style-type: none"> <li>• Pricing of services- Role of price and value in provider GAP 4, Role of non-monitory cost, Price as an indicator of service quality.</li> <li>• Approaches to pricing services, pricing strategies.</li> <li>• SERVQUAL Model.</li> <li>• Mini Project – On measuring SERVQUAL</li> </ul>
6	Week 11-12: Physical Evidence in Services	<ul style="list-style-type: none"> <li>• Physical evidence in services: Importance of Physical Evidence.</li> <li>• Elements of Physical Evidence, Physical Evidence Strategies.</li> <li>• Guidelines for Physical Evidence.</li> <li>• Service scapes: Role of services capes.</li> <li>• Approaches for understanding service scapes effects.</li> <li>• Frame work for understanding services capes &amp; its effect on behaviour.</li> </ul>

### 5. Teaching Learning Process Strategies

S/L	TLP Strategies:	Description
1	Lecture Method	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves the traditional format of a teacher delivering information to students.</li> <li>○ The instructor explains concepts, theories, and principles related to the course.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ The lecture method is effective for presenting foundational knowledge, theoretical concepts, and frameworks.</li> <li>○ It provides a structured way to convey information and ensures that all students receive the same content.</li> <li>○ Visual aids, multimedia, and interactive elements can enhance engagement during lectures.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for introducing new topics, theoretical foundations, and fundamental principles in Services Marketing.</li> </ul> </li> </ul>
2	Case Studies and Group Discussions	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves presenting real or hypothetical scenarios for analysis and discussion.</li> <li>○ Students collaboratively discuss, analyze, and propose solutions to case-based problems.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Encourages critical thinking, decision making, and application of theoretical knowledge to practical situations.</li> <li>○ Fosters active participation, communication skills, and the exchange of diverse perspectives among students.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing analytical skills, decision-making abilities, and understanding the practical implications of Service marketing concepts.</li> </ul> </li> </ul>
3	Role Plays and Simulations	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Students enact specific roles in simulated scenarios that mirror real-world situations.</li> <li>○ Simulations replicate aspects of the business environment to provide hands-on experience.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Enhances experiential learning by allowing students to apply theoretical concepts in simulated real-world contexts.</li> <li>○ Develops interpersonal and communication skills as students actively engage in different roles and scenarios.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing practical skills, interpersonal communication, and understanding the dynamics in emerging trends in Service marketing.</li> </ul> </li> </ul>
4	Real World Applications and Industry Guest Lectures	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves integrating real-world examples, case studies, and experiences into the learning process.</li> <li>○ Industry professionals or experts are invited to deliver lectures or share insights with students.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing how concepts are applied in actual business settings.</li> <li>○ Provides students with valuable insights, industry perspectives, and networking opportunities.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Enhances students' understanding of the practical relevance to Service marketing exposures.</li> <li>○ Fosters connections between academia and industry, exposing students to real-world challenges and solutions.</li> </ul> </li> </ul>
5	<p>Overall Integration: These teaching-learning strategies can be integrated for a well-rounded and comprehensive learning experience.</p> <p>For example, a case study can be followed by a group discussion to encourage collaborative decision making, and a related role-play or simulation can provide a hands-on application of the concepts learned. Guest lecturers from industry professionals can further enrich the learning experience by providing real-world insights and practical examples related to the course content.</p>	
6	<p>Adaptability: Flexibility is key, and instructors may choose to adapt and combine these strategies based on the specific objectives of each module or lesson.</p> <p>Regular feedback and assessment can help gauge the effectiveness of these strategies and make adjustments as needed.</p>	

## 6. Assessment Details

### Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

### Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

### CIE Marks shall be based on:

a) Tests (for 25 Marks) and

b) Assignments, presentations, quiz, simulation, experimentation, mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

**Semester End Examination:**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.

**7. Learning Objectives**

S/L	Learning Objectives	Description
1	Understand Service Characteristics	Students will Grasp the unique attributes of services, such as intangibility, inseparability, variability, and perishability.
2	Develop Service Strategies	Learn how to create and implement effective service marketing strategies that address the specific needs of service-based businesses.
3	Enhance Service Quality	Identify and apply techniques to measure and improve service quality, ensuring consistency and meeting customer expectations
4	Manage Customer Expectations	Understand how to manage and exceed customer expectations through effective communication and service delivery
5	Design Service Delivery Processes	Learn to design and manage service delivery processes to optimize efficiency, reduce variability, and enhance the customer experience.
6	Build Customer Relationships	Apply the service marketing mix (7 Ps: Product, Price, Place, Promotion, People, Process, Physical evidence) to create a comprehensive marketing plan
7	Leverage Technology and Innovation	Explore how technology and innovation can be used to enhance service delivery and marketing efforts.
8	Analyze Market Trends	Understand and analyze market trends and consumer behavior to adapt service offerings and marketing strategies accordingly

**8. Course Outcomes (COs) and Mapping with POs / PSOs**

**Course Outcomes**

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

COs	Description	Blooms Level
M23MBAMM304.1	Understand the characteristics of services for marketing implications.	L2
M23MBAMM304.2	Analyze the service quality, productivity in services and role of personnel in service marketing to manage changes in the environment.	L3



M23MBAMM304.3	Evaluate the emerging trends & issues to achieve organizational goals.	L4
M23MBAMM304.4	Develop service strategies to meet global challenges.	L5

**Mapping of COs POs and PSOs**

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
M23MBAMM304.1	2							2
M23MBAMM304.2		2		2				
M23MBAMM304.3	2		3			2		2
M23MBAMM304.4		2	2	2	3		3	
M23MBAMM304	2	2	2.5	2	3	2	3	2

**9. Assessment Plan****Continuous Internal Assessment**

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	5				<b>5</b>
<b>Module 2</b>		10			<b>10</b>
<b>Module 3</b>			7		<b>7</b>
<b>Module 4</b>			8		<b>8</b>
<b>Module 5</b>			8		<b>8</b>
<b>Module 6</b>				12	<b>12</b>
<b>Total</b>	<b>5</b>	<b>10</b>	<b>23</b>	<b>12</b>	<b>50</b>

**SEE**

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	10				<b>10</b>
<b>Module 2</b>		20			<b>20</b>
<b>Module 3</b>			15		<b>15</b>
<b>Module 4</b>			15		<b>15</b>
<b>Module 5</b>			15		<b>15</b>
<b>Module 6</b>				25	<b>25</b>
<b>Total</b>	<b>10</b>	<b>20</b>	<b>45</b>	<b>25</b>	<b>100</b>

**Conditions for SEE Paper Setting****Semester End Examination**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer 5 full questions; selecting 4 full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number 8 is compulsory.

**10. Future with this Subject**

The future of service marketing will be characterized by a blend of advanced technology, personalized customer interactions, sustainable practices, and innovative service models. Businesses that adapt to these changes and leverage new tools and strategies will be well-positioned to meet evolving customer expectations and thrive in a competitive marketplace.

- **Enhanced Customer Experience:** Services will become more tailored to individual preferences through advanced data analytics, leading to more personalized experiences and offers. Seamless integration across various channels (online, mobile, in-store) will ensure a consistent and smooth customer experience, allowing customers to interact with brands in the way that suits them best.
- **Innovative Service Delivery Models:** The growth of subscription-based and on-demand service models will offer customers greater flexibility and convenience, catering to their immediate needs and preferences. Increased use of self-service technologies and platforms will empower customers to manage their own service experiences, from booking appointments to troubleshooting issues.
- **Evolving Customer Expectations:** Customers will expect real-time responses and support, facilitated by advancements in communication technologies and AI. Companies will differentiate themselves by offering value-added services that enhance the overall customer experience and build long-term loyalty.
- **Focus on Employee Experience:** Investment in continuous learning and development for employees will be crucial to keep pace with technological changes and evolving service needs. A positive employee experience will be recognized as a key driver of customer satisfaction, with a focus on creating supportive and motivating work environments.

<b>3<sup>rd</sup> Semester</b>	<b>Professional Elective Course (PE) Sales and Retail Management</b>	<b>M23MBAMM305</b>
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**1. Prerequisites**

S/L	Proficiency	Prerequisites
1	Basic Understanding	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> Familiarity with the Sales &amp; Retail marketing theories and approaches of sales territory and types of Retailing.</li> <li>• <b>Understanding:</b> Qualities &amp; Responsibilities of Sales Manager.</li> </ul>
2	Problem Solving Methods	<ul style="list-style-type: none"> <li>• <b>Differentiation:</b> Ability to classify and differentiate between Domestic &amp; International Sales management.</li> <li>• <b>Skills:</b> Capability to take proper decision on Sales &amp; Retailing based on the consumer behavior.</li> </ul>
3	Market Relevant Skill Sets	<ul style="list-style-type: none"> <li>• <b>Understanding:</b> problems of Indian Retailers &amp; methods of setting sales quota.</li> <li>• <b>Application:</b> Ability to create strategies for sales &amp; Retailing.</li> </ul>

**2. Competencies**

S/L	Competency	KSA Description
1	Introduction to Sales Management	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Emerging Trends in Sales Management.</li> <li>○ Understanding the responsibilities of sales manager.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Analyzing and interpreting sales management.</li> <li>○ Applying the selling skills to real-world business challenges.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the importance of sales management in effective business.</li> <li>○ Appreciation of Personal selling and its methodology.</li> </ul> </li> </ul>
2	Management of Sales Territory & Sales Quota	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the meaning and concept of sales territory and sales quota.</li> <li>○ Familiarity about the designing sales territory.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Understanding the methods of sales quota.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Openness to set the different sales quota.</li> <li>○ Appreciation for Recruitment &amp; Selection of sales force.</li> </ul> </li> </ul>
3	Sales Force Motivation and Compensation	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the importance of sales motivation.</li> <li>○ Classification of compensation plans &amp; appraisal process.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Applying the strategies for sales force motivation.</li> <li>○ Demonstrating effectiveness of International sales management.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Creating strategies for compensation &amp; appraisal.</li> </ul> </li> </ul>
4	Retail Management	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the factors of retailing.</li> <li>○ Application of multi-channel retailing.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Prepare strategies for Retail management.</li> <li>○ Demonstrating the types of Retailing.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Creating strategies for solving the problems of Retailing.</li> <li>○ Openness to take the decision on Retail Management.</li> </ul> </li> </ul>
5	Setting up Retail Organization	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the Store layout &amp; Location.</li> <li>○ Ability to create and implement the visual merchandising techniques.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Developing effectiveness of coding system &amp; store security.</li> <li>○ Implementing the store layout &amp; Location strategies.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the strategic role of Store manager for creating visual merchandising techniques.</li> <li>○ Appreciation for the Good store design &amp; layout.</li> </ul> </li> </ul>
6	Relationship Marketing & International Retailing	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the importance of Retail research.</li> <li>○ Ability to set trends in Retailing.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Developing the various skills for Relationship marketing.</li> <li>○ Implementing the Internationalization in Retailing.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the importance of research in Retailing.</li> <li>○ Appreciation for enhancing the strategies for solving the issues in Retailing.</li> </ul> </li> </ul>

### 3. Syllabus

Sales and Retail Management			
<b>Course Code</b>	<b>M23MBAMM305</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P&amp;SDA)</b>	<b>3:2</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>50</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>04</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Objectives: This course will enable the students</b>			
<ul style="list-style-type: none"> <li>• To provide an understanding of the concepts, techniques and approaches in Sales Management.</li> <li>• To develop skills for generating, evaluating and selecting sales strategies.</li> <li>• To develop an understanding of the contemporary retail management, issues, strategies and trends.</li> <li>• To highlight the importance of retailing and its role in the success of modern business.</li> </ul>			
<b>Module 1: Introduction to Sales Management</b>			<b>(8 hours)</b>
Meaning, Evaluation, Importance, Emerging Trends in Sales Management, sales organizations, qualities and responsibilities of sales manager. Selling skills & selling strategies, Personal Selling: Meaning and definition, selling process, sales presentation, Handling customer objections & Follow-up, action.			
<b>Module 2: Management of Sales Territory &amp; Sales Quota</b>			<b>(8 hours)</b>
Sales territory, meaning, designing sales territory, sales quota, procedure for sales quota, Types of sales quota, Methods of setting sales Quota. Recruitment and selection of sales force, Training of sales force. International sales management & Importance of International sales management.			
<b>Module 3: Sales force Motivation and Compensation</b>			<b>(9 hours)</b>



Sales force motivation Meaning, Importance, Process and factors in the motivation, Compensation - Meaning, Types of compensation plans & sales force performance appraisal process.	
<b>Module 4: Retail Management</b>	<b>(9 hours)</b>
Introduction and meaning of Retailing, Evolution of Retailing, Retail management, introduction, meaning, characteristics, Types of Retailers (Retail Formats) - Multichannel Retailing - role of retailing, trends in retailing, Introduction of e commerce, FDI in Retail - Problems of Indian Retailing & Ethics in retailing.	
<b>Module 5: Retail Organization and Store Management</b>	<b>(9 hours)</b>
Setting up Retail organization, Factors Affecting the location of Retail, Retail location Research and Techniques, Objectives of Good store Design. Retail Market Strategy, Information Systems and supply chain management & Logistics. Store Layout and Space planning: Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Exteriors & Interiors of store. <b>Store Management:</b> Responsibilities of Store Manager, Store Security, Problem at Retail Centers, Store Record and Accounting System, Coding System & Management of modern retails stores.	
<b>Module 6: Relationship Marketing &amp; International Retailing</b>	<b>(7 hours)</b>
Management of Relationships in Retailing, Research in Retailing: Importance of Research in Retailing, Trends in Retail Research, Areas of Retail Research. Brand Management in retailing, Internationalization of Retailing and Evolution of International Retailing & issues in international retailing	
<b>Suggested Learning Resources:</b>	
<b>Recommended Books</b>	
<ol style="list-style-type: none"> <li>1. Sales &amp; Distribution Management: Tapan K. Panda &amp; Sunil Sahadev, 6/e, Oxford University Press, 2012.</li> <li>2. Retail Management - Chetan Bajaj, Oxford University press.</li> </ol>	
<b>Reference Books</b>	
<ol style="list-style-type: none"> <li>1. Sales Management by Charles, Futrell, 6/e, Thomson South Western, 2003.</li> <li>2. Retail Management: A Strategic Approach - Barry Berman, Joel R. Evans, Pearson. Latest Edition.</li> </ol>	
<b>Web Links and Video Lectures (e-Resources):</b>	
<ul style="list-style-type: none"> <li>• <a href="https://www.pdfdrive.com/sales-management-e529300.html">https://www.pdfdrive.com/sales-management-e529300.html</a></li> <li>• <a href="https://ncert.nic.in/textbook/pdf/ieva101.pdf">https://ncert.nic.in/textbook/pdf/ieva101.pdf</a></li> <li>• <a href="https://www.pdfdrive.com/retail-marketing-e34523955.html">https://www.pdfdrive.com/retail-marketing-e34523955.html</a></li> <li>• <a href="https://www.coursera.org/lecture/mafash/retail-management-yrF51">https://www.coursera.org/lecture/mafash/retail-management-yrF51</a></li> <li>• <a href="https://www.youtube.com/watch?v=8ah0ET7zIBw">https://www.youtube.com/watch?v=8ah0ET7zIBw</a></li> <li>• <a href="https://onlinecourses.swayam2.ac.in/cec20_mg01/preview">https://onlinecourses.swayam2.ac.in/cec20_mg01/preview</a></li> <li>• <a href="https://www.digimat.in/nptel/courses/video/110105122/L16.html">https://www.digimat.in/nptel/courses/video/110105122/L16.html</a></li> <li>• <a href="https://freevideolectures.com/course/4216/nptel-sales-distribution-management">https://freevideolectures.com/course/4216/nptel-sales-distribution-management</a></li> <li>• <a href="https://nptel.ac.in/courses/110105122">https://nptel.ac.in/courses/110105122</a></li> <li>• <a href="https://www.digimat.in/nptel/courses/video/110105122/L01.html">https://www.digimat.in/nptel/courses/video/110105122/L01.html</a></li> </ul>	
<b>Note: The afore said links and study material suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.</b>	
<b>Skill Development Activities Suggested</b>	
<ul style="list-style-type: none"> <li>• Interview a salesperson in a retail store and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why they chose a sales career, and what does it take to succeed in this profession.</li> <li>• Go to a kirana store and a super market and compare the following: <ol style="list-style-type: none"> <li>a. Store arrangement</li> <li>b. No of brands carried</li> </ol> </li> </ul>	

<p>c. Pricing policies – are discounts given?</p> <p>d. Service – personal or impersonal? Etc.</p> <ul style="list-style-type: none"> <li>• Go to at least three kirana stores in your neighbourhood and discuss with them the importance of location, pricing, credit policy, etc. What percentages of goods are sold ‘loose’ in each locality and compare this with the approximate income range of the customers? What are the retailer’s losses when a customer defaults in payment? Does he make up for it by increasing his prices to other customers?</li> <li>• Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behavior also depend on the personality of the individual doing the buying? Or the one doing the selling?</li> <li>• Student can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where institute is operating. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.</li> </ul>
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#### 4. Syllabus Timeline

S/L	Syllabus Timeline	Description
1	Week 1-2: Introduction to sales management	<ul style="list-style-type: none"> <li>• Introduction to sales management: Meaning, Evaluation, Importance.</li> <li>• Emerging Trends in Sales Management, sales organizations.</li> <li>• Qualities and responsibilities of sales manager. Selling skills &amp; selling strategies.</li> <li>• Personal Selling: Meaning and definition, selling process, sales presentation, Handling customer objections, Follow-up, action.</li> </ul>
2	Week 3-4: Management of Sales Territory & Sales Quota	<ul style="list-style-type: none"> <li>• Management of Sales Territory &amp; Sales Quota: Sales territory.</li> <li>• Meaning, designing sales territory.</li> <li>• Sales quota, procedure for sales quota.</li> <li>• Types of sales quota.</li> <li>• Methods of setting sales Quota.</li> <li>• Recruitment and selection of sales force, Training of sales force.</li> <li>• International sales management, Importance of International sales management.</li> </ul>
3	Week 5-6: Sales Force Motivation and Compensation	<ul style="list-style-type: none"> <li>• Sales force Motivation and Compensation: sales force motivation Meaning, Importance.</li> <li>• Process and factors in the motivation.</li> <li>• Compensation - Meaning, Types of compensation plans and sales force performance appraisal process.</li> </ul>
4	Week 7-8: Retail Management	<ul style="list-style-type: none"> <li>• Retail Management: Introduction and meaning of Retailing.</li> <li>• Evolution of Retailing, Retail management, introduction, meaning, characteristics.</li> <li>• Types of Retailers (Retail Formats).</li> <li>• Multichannel Retailing - role of retailing.</li> <li>• Trends in retailing, Introduction to e commerce</li> <li>• FDI in Retail.</li> <li>• Problems of Indian Retailing- Ethics in retailing.</li> </ul>
5	Week 9-10: Setting Up	<ul style="list-style-type: none"> <li>• Setting up Retail organization: Factors Affecting the location of Retail.</li> </ul>

	Retail Organization	<ul style="list-style-type: none"> <li>• Retail location Research and Techniques, Objectives of Good store Design.</li> <li>• Retail Market Strategy, Information Systems and supply chain management &amp; Logistics.</li> <li>• Store Layout and Space planning: Types of Layouts, role of Visual Merchandiser.</li> <li>• Visual Merchandising Techniques, Exteriors, and Interiors of store.</li> <li>• Store Management.</li> <li>• Responsibilities of Store Manager, Store Security.</li> <li>• Problem at Retail Centers, Store Record and Accounting System, Coding System, Management of modern retails stores.</li> </ul>
6	Week 11-12: Relationship Marketing & International Retailing	<ul style="list-style-type: none"> <li>• Management of Relationships in Retailing.</li> <li>• Research in Retailing: Importance of Research in Retailing.</li> <li>• Trends in Retail Research, Areas of Retail Research.</li> <li>• Brand Management in retailing.</li> <li>• Internationalization of Retailing and Evolution of International Retailing.</li> <li>• Issues in international retailing.</li> </ul>

### 5. Teaching Learning Process Strategies

S/L	TLP Strategies:	Description
1	Lecture Method	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves the traditional format of a teacher delivering information to students.</li> <li>○ The instructor explains concepts, theories, and principles related to the course.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ The lecture method is effective for presenting foundational knowledge, theoretical concepts, and frameworks.</li> <li>○ It provides a structured way to convey information and ensures that all students receive the same content.</li> <li>○ Visual aids, multimedia, and interactive elements can enhance engagement during lectures.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for introducing new topics, theoretical foundations, and fundamental principles in Sales Management.</li> </ul> </li> </ul>
2	Case Studies and Group Discussions	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves presenting real or hypothetical scenarios for analysis and discussion.</li> <li>○ Students collaboratively discuss, analyze, and propose solutions to case-based problems.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Encourages critical thinking, decision making, and application of theoretical knowledge to practical situations.</li> <li>○ Fosters active participation, communication skills, and the exchange of diverse perspectives among students.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing analytical skills, decision-making abilities, and understanding the practical implications of sales &amp; retail concepts.</li> </ul> </li> </ul>

3	Role Plays and Simulations	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Students enact specific roles in simulated scenarios that mirror real-world situations.</li> <li>○ Simulations replicate aspects of the business environment to provide hands-on experience.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Enhances experiential learning by allowing students to apply theoretical concepts in simulated real-world contexts.</li> <li>○ Develops interpersonal and communication skills as students actively engage in different roles and scenarios.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing practical skills, interpersonal communication, and understanding the dynamics in emerging trends in sales &amp; retailing.</li> </ul> </li> </ul>
4	Real World Applications and Industry Guest Lectures	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves integrating real-world examples, case studies, and experiences into the learning process.</li> <li>○ Industry professionals or experts are invited to deliver lectures or share insights with students.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing how concepts are applied in actual business settings.</li> <li>○ Provides students with valuable insights, industry perspectives, and networking opportunities.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Enhances students' understanding of the practical relevance to Sales &amp; retail exposures.</li> <li>○ Fosters connections between academia and industry, exposing students to real-world challenges and solutions.</li> </ul> </li> </ul>
5	<p>Overall Integration: These teaching-learning strategies can be integrated for a well-rounded and comprehensive learning experience.</p> <p>For example, a case study can be followed by a group discussion to encourage collaborative decision making, and a related role-play or simulation can provide a hands-on application of the concepts learned. Guest lecturers from industry professionals can further enrich the learning experience by providing real-world insights and practical examples related to the course content.</p>	
6	<p>Adaptability: Flexibility is key, and instructors may choose to adapt and combine these strategies based on the specific objectives of each module or lesson.</p> <p>Regular feedback and assessment can help gauge the effectiveness of these strategies and make adjustments as needed.</p>	

## 6. Assessment Details

### Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

### Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

**CIE Marks shall be based on:**

- a) Tests (for 25 Marks) and
- b) Assignments, presentations, quiz, simulation, experimentation, mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

**Semester End Examination:**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.

**7. Learning Objectives**

S/L	Learning Objectives	Description
1	Understanding Market Dynamics	Gain insights into market trends, customer behavior, and competitive analysis. Market research, trend analysis, and competitor benchmarking.
2	Developing Sales Strategies	Learn to formulate and implement effective sales strategies to drive revenue and growth, Strategic planning, goal setting, and performance metrics.
3	Enhancing Communication Skills	Improve verbal and non-verbal communication skills to effectively interact with customers and colleagues. Active listening, persuasive communication, and negotiation techniques.
4	Implementing Sales Techniques	Apply various sales techniques and methodologies to close deals and achieve sales targets, consultative selling, upselling, cross-selling, and closing strategies.
5	Managing Retail Operations	Understand and manage the operational aspects of retail, including inventory control, merchandising, and store layout, Inventory management, visual merchandising, and operational efficiency.
6	Developing Leadership and Team Management	Cultivate leadership skills to effectively manage and motivate a sales team, Team building, performance management, and conflict resolution.
7	Navigating Ethical and Legal Issues	Understand and adhere to ethical standards and legal regulations in sales and retailing, Knowledge of relevant laws, ethical decision-making, and compliance practices.
8	Enhancing Sales Forecasting and Planning	Develop skills to accurately forecast sales and create effective sales plans, Sales forecasting techniques, trend analysis, and planning methodologies.

**8. Course Outcomes (COs) and Mapping with POs / PSOs**

**Course Outcomes**

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

COs	Description	Blooms Level
M23MBAMM305.1	Understand the selling techniques in an organization to generate sales management strategies.	L2
M23MBAMM305.2	Apply the effectiveness of organizing, staffing & training sales force to maximize selling effectiveness.	L3
M23MBAMM305.3	Analyze the recent trends in retailing and its impact in the success of modern business.	L4
M23MBAMM305.4	Evaluate store management strategies and visual merchandising practices for effective retailing.	L5

**Mapping of COs POs and PSOs**

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
M23MBAMM305.1	2					2		2
M23MBAMM305.2		2	2				2	
M23MBAMM305.3		3		2	2	2		
M23MBAMM305.4	2		2		2		3	
M23MBAMM305	2	2.5	2	2	2	2	2.5	2

**9. Assessment Plan****Continuous Internal Assessment**

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	5				<b>5</b>
<b>Module 2</b>		10			<b>10</b>
<b>Module 3</b>			7		<b>7</b>
<b>Module 4</b>			8		<b>8</b>
<b>Module 5</b>			8		<b>8</b>
<b>Module 6</b>				12	<b>12</b>
<b>Total</b>	<b>5</b>	<b>10</b>	<b>23</b>	<b>12</b>	<b>50</b>

**SEE**

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	10				<b>10</b>
<b>Module 2</b>		20			<b>20</b>
<b>Module 3</b>			15		<b>15</b>
<b>Module 4</b>			15		<b>15</b>
<b>Module 5</b>			15		<b>15</b>
<b>Module 6</b>				25	<b>25</b>
<b>Total</b>	<b>10</b>	<b>20</b>	<b>45</b>	<b>25</b>	<b>100</b>

**Conditions for SEE Paper Setting****Semester End Examination**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.

- The students will have to answer 5 full questions; selecting 4 full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number 8 is compulsory.

### 10. Future with this Subject

By incorporating the following approaches, sales and retail management will be better equipped to navigate the evolving landscape, meet consumer demands, and drive business growth.

- **Omnichannel Integration:** Seamless integration between online and physical stores will be critical, allowing for a unified customer experience across all platforms. Technologies like augmented reality (AR) will enhance online shopping by allowing customers to visualize products in their space.
- **Personalization:** AI and data analytics will enable highly personalized shopping experiences, from product recommendations to targeted marketing. Dynamic pricing strategies based on real-time data and customer behavior will become more prevalent.
- **E-commerce and Mobile Growth:** Mobile commerce (m-commerce) will continue to grow, with an emphasis on optimizing shopping experiences for smartphones and tablets. The rise of social commerce, where social media platforms are used for direct sales and marketing.
- **Sustainability and Ethical Practices:** There will be a greater focus on sustainable and ethical business practices, including eco-friendly packaging and fair trade sourcing. Retailers will need to be transparent about their environmental and social impact.
- **Customer Experience Enhancement:** Investment in creating immersive and engaging shopping experiences both online and in-store. Use of virtual reality (VR) and interactive displays to enhance the shopping journey.
- **Employee Training and Development:** Ongoing training programs to keep staff updated with the latest technologies and customer service practices. Emphasis on developing leadership and management skills to adapt to changing retail landscapes.
- **Globalization and Market Expansion:** Retailers will explore new international markets, leveraging online platforms to reach global customers. Adapting strategies to cater to diverse cultural and regional preferences.

<b>3<sup>rd</sup> Semester</b>	<b>Professional Elective Course (PE) Agri and Rural Marketing</b>	<b>M23MBAMM306</b>
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**1. Prerequisites**

S/L	Proficiency	Prerequisites
1	Basic Understanding	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> Familiarity with the Indian rural market, future and rural infrastructural facilities.</li> <li>• <b>Understanding:</b> The majors scope of rural marketing in India and environmental factors in rural marketing in India</li> </ul>
2	Decision Making	<ul style="list-style-type: none"> <li>• <b>Differentiation:</b> Ability to classify and differentiate rural and urban markets and drive the market with initiatives and innovations required to rural market.</li> <li>• <b>Skills:</b> Capability to compile and adopt the skills related to rural markets and understands the consumer buying decision process.</li> </ul>
3	Industry Relevant Skill Sets	<ul style="list-style-type: none"> <li>• <b>Understanding:</b> The rural market how to incorporate the innovative idea to fulfill the requirements of rural market.</li> <li>• <b>Application:</b> Ability to apply marketing skills by considering and incorporating different strategies in rural retailing.</li> </ul>

**2. Competencies**

S/L	Competency	KSA Description
1	Introduction to Rural markets	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Grasping the scope of rural market in India and importance of branding in rural market in India.</li> <li>○ Applying theoretical knowledge about Indian rural markets and problems, challenges in India rural markets.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Analyzing and interpreting the rural marketing environment.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the nature and scope of the Rural marketing</li> <li>○ Appreciation for analyzing and considering rural infrastructural facilities in decision making.</li> </ul> </li> </ul>
2	Understanding the Rural consumer	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the concept of rural community and profiles of rural markets.</li> <li>○ Application rural market segmentation and rural buyer characteristics.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Proficiency in building the insights of consumer buying decision process. .</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Openness to choose the right decisions.</li> <li>○ Appreciation for analyzing and evaluation the factors affecting consumer behaviour.</li> </ul> </li> </ul>
3	Marketing mix in Rural markets	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the significance and concept of rural marketing mix.</li> <li>○ Application of different strategies and policies in rural markets.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Acquisition of marketing mix strategies.</li> </ul> </li> </ul>



		<ul style="list-style-type: none"> <li>○ Application of policies and strategies in rural marketing.</li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Recognizing the proper promotional strategies in rural marketing communication.</li> <li>○ Valuing the contribution of governments and financial institutions.</li> </ul> </li> </ul>
4	Innovations in Rural markets	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the significance of innovations in rural markets and intervention of IT in rural markets.</li> <li>○ Application of initiatives in rural markets.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Applying the key drivers of organized retail.</li> <li>○ Adopt the operative model by Indian companies.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the key drivers of organized retail.</li> <li>○ Exposed towards aligning the outcome of innovation in rural market.</li> </ul> </li> </ul>
5	Initiatives of rural marketing	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the measures taken by government.</li> <li>○ Ability to plan and implement the initiatives by cooperative and private sector E-commerce and IT in rural marketing.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Developing the required knowledge about the initiatives of rural marketing.</li> <li>○ Implementing the different initiatives and approaches to uplift the rural markets.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the role of IT in Indian rural marketing.</li> <li>○ Appreciation for designing the training and guidance for farmers.</li> </ul> </li> </ul>
6	Future of Rural marketing	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Introduction to role of rural sector in India.</li> <li>○ Understanding the problems in marketing of agricultural inputs in rural India.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Applying the different strategies for increasing agricultural inputs.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the rural income and demand.</li> <li>○ Appreciation for the agriculture and farmers in rural sector in India.</li> </ul> </li> </ul>

### 3. Syllabus

<b>Agri and Rural Marketing</b>			
<b>Course Code</b>	<b>M23MBAMM306</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P&amp;SDA)</b>	<b>3:2</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>50</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>04</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Objectives: This course will enable the students</b>			
<ul style="list-style-type: none"> <li>● Make students have an understanding of the fundamental concepts of rural marketing &amp; the environment in which rural marketing system operates.</li> <li>● To gain the knowledge on consumer buying behavior and influencing factors on consumer buying behavior at rural market and the decision process.</li> </ul>			

<ul style="list-style-type: none"> <li>• To understand the promotional mix in rural markets.</li> <li>• To comprehend the initiatives and future of rural markets.</li> </ul>
<b>Module 1: Introduction to Rural Markets (7 hours)</b> Definition, Concept, Nature, Scope of Indian Rural markets, Rural Demand, Buying Characteristics, Rural Market Structure: Demographic, Physical, Economic Environment. Rural Infrastructural Facilities, Indian Rural Market: Rural Vs Urban Market, Importance of Branding in Indian Rural Markets, Problems of Rural Consumers: Adulteration & Challenge and Future of Rural Marketing.
<b>Module 2: Understanding the Rural Consumer (9 hours)</b> Rural Community in India. Profile of Rural markets: Segmenting the Rural Market, Target and Positioning, Rural Consumer Behavior, Rural Buyer Characteristics, Consumer Buying Decision Process & Factors Affecting Consumer Behavior.
<b>Module 3: Marketing Mix in Rural Markets (9 hours)</b> Product: Significance, Concept and Product Mix Decisions, Pricing Strategy: Objectives, Policies and Strategies, Promotion: Advertising, Sales Promotions importance of Communication in Rural marketing, Channels of Distribution, Role of Co-operative, Government, Financial Institutions, Public Sector Undertakings, Regulated Markets & Agriculture Markets.
<b>Module 4: Innovation in Rural Markets (9 hours)</b> Significance of innovation in rural markets, The intervention of IT in Rural Markets: Importance and Initiatives, The emergence of Organized retailing in Rural India, Key Drivers of Organized Retail & Cases in organized retail: Operative Models adopted by Indian Companies.
<b>Module 5: Initiatives of Rural Marketing (9 hours)</b> Improvement measures taken by the Government –Initiatives by Co-operative and Private Sector, Present Scenario–Rural Female Empowerment, Micro Financing, Growing Rural Tourism. E- Commerce: Importance of E-Commerce and Impact of E-Marketing on rural consumers, Role of Social Media in rural marketing. Information Technology: Impact of IT in Agricultural Marketing, E Chaupal & Project Shakti, Web-casting – online training and guidance to farmers.
<b>Module 6: Future of Rural Marketing (7 hours)</b> Changing Role of Rural Sector in India; Rural Income and Demand, Problems in Marketing of agricultural inputs in Rural India – Chemical fertilizers & Role of Government in Promoting Certified seeds and Agricultural Equipments.
<b>Suggested Learning Resources:</b> <b>Recommended Books</b> <ol style="list-style-type: none"> <li>1. Rama Bijapurkar (2007), We are Like That Only, the logic of Consumer India, Penguin Books.</li> <li>2. Prahalad C.K (2008), Fortune at the Bottom of the Pyramid, Pearson Publication.</li> <li>3. R V Badi, N V Badi, Rural Marketing, 2008, Himalaya Publishing House.</li> </ol> <b>Reference Books</b> <ol style="list-style-type: none"> <li>1. U C Mathur, Rural marketing, Text and Cases, 2008, excel books.</li> <li>2. CSG Krishnamacharya, Lalitha Ramakrishnan, Cases in Rural marketing, An Integrated Approach, 2006, Pearson Publication.</li> </ol>
<b>Web Links and Video Lectures (e-Resources):</b> <ul style="list-style-type: none"> <li>• <a href="https://youtu.be/Hguauxu_0bM">https://youtu.be/Hguauxu_0bM</a></li> <li>• <a href="https://youtu.be/d8-k2LbP-y4">https://youtu.be/d8-k2LbP-y4</a></li> <li>• <a href="https://youtu.be/WttNQtX5cyA">https://youtu.be/WttNQtX5cyA</a></li> <li>• <a href="https://youtu.be/OpU33j9wVss">https://youtu.be/OpU33j9wVss</a></li> <li>• <a href="https://youtu.be/jpgZb0ZhA2s">https://youtu.be/jpgZb0ZhA2s</a></li> <li>• <a href="https://youtu.be/5sDNYnhbq9A">https://youtu.be/5sDNYnhbq9A</a></li> </ul>

- <https://youtu.be/hih1rLTJbWM>
- <https://youtu.be/DzZCVqrtXYw>

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

#### Skill Development Activities Suggested

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

#### 4. Syllabus Timeline

S/L	Syllabus Timeline	Description
1	Week 1-2: Introduction to Rural Markets	<ul style="list-style-type: none"> <li>• Definition, Concept, Nature, Scope of Indian Rural markets.</li> <li>• Rural Demand, Buying Characteristics.</li> <li>• Rural Market Structure: Demographic, Physical, Economic Environment</li> <li>• Rural Infrastructural Facilities.</li> <li>• Indian Rural Market: Rural Vs Urban Market.</li> <li>• Importance of Branding in Indian Rural Markets.</li> <li>• Problems of Rural Consumers: Adulteration, Challenges and Future of Rural Marketing.</li> </ul>
2	Week 3-4: Understanding the Rural Consumer	<ul style="list-style-type: none"> <li>• Rural Community in India.</li> <li>• Profile of Rural markets: Segmenting the Rural Market, Target and Positioning.</li> <li>• Rural Consumer Behavior.</li> <li>• Rural Buyer Characteristics.</li> <li>• Consumer Buying Decision Process.</li> <li>• Factors Affecting Consumer Behavior.</li> </ul>
3	Week 5-6: Marketing Mix in Rural Markets	<ul style="list-style-type: none"> <li>• Product: Significance, Concept and Product Mix Decisions</li> <li>• Pricing Strategy: Objectives, Policies and Strategies</li> <li>• Promotion: Advertising, Sales Promotions</li> <li>• Importance of Communication in Rural marketing</li> <li>• Channels of Distribution</li> <li>• Role of Co-operative, Government, Financial Institutions.</li> <li>• Public Sector Undertakings Regulated Markets</li> <li>• Agriculture Markets.</li> </ul>
4	Week 7-8: Innovation in Rural Markets	<ul style="list-style-type: none"> <li>• Significance of innovation in rural markets.</li> <li>• The intervention of IT in Rural Markets.</li> <li>• Importance and Initiatives.</li> <li>• The emergence of organized retailing in Rural India.</li> <li>• Key Drivers of Organized Retail.</li> <li>• Cases in organized retail.</li> <li>• Operative Models adopted by Indian Companies.</li> </ul>
5	Week 9-10:	<ul style="list-style-type: none"> <li>• Improvement measures taken by the Government –Initiatives by Co-</li> </ul>

	Initiatives of Rural Marketing	<p>operative and Private Sector.</p> <ul style="list-style-type: none"> <li>• Present Scenario-Rural Female Empowerment.</li> <li>• Micro Financing, Growing Rural Tourism.</li> <li>• E- Commerce: Importance of E-Commerce and Impact of E-Marketing on rural consumers.</li> <li>• Role of Social Media in rural marketing.</li> <li>• Information Technology: Impact of IT in Agricultural Marketing.</li> <li>• E Chaupal, Project Shakti.</li> <li>• Web-casting – online training and guidance to farmers.</li> </ul>
6	Week 11-12: Future of Rural Marketing	<ul style="list-style-type: none"> <li>• Changing Role of Rural Sector in India.</li> <li>• Rural Income and Demand.</li> <li>• Problems in Marketing of agricultural inputs in Rural India – Chemical fertilizers.</li> <li>• Role of Government in Promoting Certified seeds and Agricultural Equipment's.</li> </ul>

### 5. Teaching Learning Process Strategies

S/L	TLP Strategies:	Description
1	Lecture Method	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves the traditional format of a teacher delivering information to students.</li> <li>○ The instructor explains concepts, theories, and principles related to the course.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ The lecture method is effective for presenting foundational knowledge, theoretical concepts, and frameworks.</li> <li>○ It provides a structured way to convey information and ensures that all students receive the same content.</li> <li>○ Visual aids, multimedia, and interactive elements can enhance engagement during lectures.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for introducing new topics, theoretical foundations, and fundamental of rural marketing.</li> </ul> </li> </ul>
2	Case Studies and Group Discussions	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves presenting real or hypothetical scenarios for analysis and discussion.</li> <li>○ Students collaboratively discuss, analyze, and propose solutions to case-based problems.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Encourages critical thinking, problem-solving, and application of theoretical knowledge to practical situations.</li> <li>○ Fosters active participation, communication skills, and the exchange of diverse perspectives among students.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing analytical skills, decision-making abilities, and understanding the practical implications of management concepts.</li> </ul> </li> </ul>
3	Role Plays and Simulations	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Student's role plays in simulated scenarios that mirror real-recruitment</li> </ul> </li> </ul>

		<p>process.</p> <ul style="list-style-type: none"> <li>○ Simulations replicate aspects of the Rural marketing environment to provide hands-on experience.</li> <li>● <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Enhances experiential learning by allowing students to apply theoretical concepts in simulated real-world contexts.</li> <li>○ Develops interpersonal and communication skills as students actively engage in different roles and scenarios.</li> </ul> </li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing practical skills, interpersonal communication, and understanding the dynamics of rural marketing.</li> </ul> </li> </ul>
4	Real World Applications and Industry Guest Lectures	<ul style="list-style-type: none"> <li>● <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves integrating real-world examples, case studies, and experiences into the learning process.</li> <li>○ Industry professionals or experts are invited to deliver lectures or share insights with students.</li> </ul> </li> <li>● <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing how concepts are applied in actual business settings.</li> <li>○ Provides students with valuable insights, industry perspectives, and networking opportunities.</li> </ul> </li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Enhances students' understanding of the practical relevance of human resource concepts.</li> <li>○ Fosters connections between academia and industry, exposing students to real-world challenges and solutions.</li> </ul> </li> </ul>
5	<p>Overall Integration: These teaching-learning strategies can be integrated for a well-rounded and comprehensive learning experience.</p> <p>For example, a case study can be followed by a group discussion to encourage collaborative problem-solving, and a related role-play or simulation can provide a hands-on application of the concepts learned. Guest lecturers from industry professionals can further enrich the learning experience by providing real-world insights and practical examples related to the course content.</p>	
6	<p>Adaptability: Flexibility is key, and instructors may choose to adapt and combine these strategies based on the specific objectives of each module or lesson.</p> <p>Regular feedback and assessment can help gauge the effectiveness of these strategies and make adjustments as needed.</p>	

## 6. Assessment Details

### Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

### Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

**CIE Marks shall be based on:**

- a) Tests (for 25 Marks) and  
 b) Assignments, presentations, quiz, simulation, experimentation, mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

**Semester End Examination:**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.

**7. Learning Objectives**

S/L	Learning Objectives	Description
1	Understanding the Nature and Scope of Rural Marketing	Students should grasp the fundamental concepts, functions, characteristics, challenges and environment of Rural marketing in India.
2	Rural Market and Consumer Behavior	Learning how to effectively segment the rural market and understand the consumer buying behavior to fulfill the needs and wants of the customer.
3	Marketing Mix	Understanding the significance of Product, Price, Place, and Promotion which majorly gives an insight of marketing Mix.
4	Innovation	Learning methods for evaluating and managing innovation in rural markets and the intervention of IT in Rural Markets which helps in the emergence of Organized retailing in Rural India.
5	E- Commerce	Understanding the measures taken by the government in empowering the Rural markets by introducing E- commerce.
6	Agricultural Marketing	Exploring the different schemes for uplift the farmers by providing E Chaupal, Project Shakti, Web-casting – online training and guidance to farmers.

**8. Course Outcomes (COs) and Mapping with POs / PSOs****Course Outcomes**

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

COs	Description	Blooms Level
M23MBAMM306.1	Understand the rural marketing objectives and Rural market structure for Implication of rural marketing strategies.	L2
M23MBAMM306.2	Identify the factors affecting consumer buying behavior in rural market for understanding consumer buying pattern.	L3
M23MBAMM306.3	Analyze the promotional mix in rural markets, marketing strategies, e-commerce and innovation in Rural marketing for knowing the market requirements.	L4

M23MBAMM306.4	Evaluate the underlying in rural markets, and to comprehend the initiatives and future of rural markets for increasing the rural market performance.	L5						
<b>Mapping of COs POs and PSOs</b>								
<b>COs</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>
M23MBAMM306.1		2				3		
M23MBAMM306.2	3			2	2		2	2
M23MBAMM306.3	3	2	2				2	
M23MBAMM306.4	2			2		3		
M23MBAMM306	2.6	2	2	2	2	3	2	2

## 9. Assessment Plan

### Continuous Internal Assessment

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	5				<b>5</b>
<b>Module 2</b>	5				<b>5</b>
<b>Module 3</b>	5	5			<b>10</b>
<b>Module 4</b>		5	10		<b>15</b>
<b>Module 5</b>			5		<b>5</b>
<b>Module 6</b>				10	<b>10</b>
<b>Total</b>	<b>15</b>	<b>10</b>	<b>15</b>	<b>10</b>	<b>50</b>

### SEE

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	10				<b>10</b>
<b>Module 2</b>	10				<b>10</b>
<b>Module 3</b>	10	10			<b>20</b>
<b>Module 4</b>		10	20		<b>30</b>
<b>Module 5</b>			10		<b>10</b>
<b>Module 6</b>				20	<b>20</b>
<b>Total</b>	<b>30</b>	<b>20</b>	<b>30</b>	<b>20</b>	<b>100</b>

### Conditions for SEE Paper Setting

#### Semester End Examination

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer 5 full questions; selecting 4 full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number 8 is compulsory.

## 10. Future with this Subject

The "Rural Marketing" course in the third semester of the MBA program lays a strong foundation for several future courses in the graduate program. The future of Rural Marketing is shaped by various trends and technological advancements. Here are some key aspects and potential directions for the future of Rural Marketing:

- **Digital Rural Marketing:** Exploring the impact of digital technologies on rural marketing strategies and consumer behaviour.

- **Sustainable Rural Development:** Focusing on marketing's role in promoting sustainable rural development, social entrepreneurship, and environmental conservation.
- **Rural Consumer Insights:** Delving deeper into rural consumer behaviour, preferences, and decision-making processes.
- **Agri-Marketing and Agri-Business:** Integrating concepts from agriculture, marketing, and business to address the unique challenges of rural markets.
- **Rural Innovation and Entrepreneurship:** Encouraging students to develop innovative marketing solutions and entrepreneurial ventures for rural areas.
- **Case Studies and Fieldwork:** Incorporating real-world case studies, fieldwork, and projects to provide hands-on experience in rural marketing.
- **Collaborations and Partnerships:** Fostering partnerships with organizations working in rural development to provide students with practical experience and networking opportunities.
- **Rural Marketing Analytics:** Teaching data analysis and metrics to measure the effectiveness of rural marketing campaigns.
- **Inclusive and Social Marketing:** Emphasizing marketing strategies that promote social inclusion, financial literacy, and community development.
- **Emerging Trends and Technologies:** Exploring the impact of emerging trends like e-commerce, mobile commerce, and digital payments on rural marketing.
- **Rural Retail and Distribution:** Understanding the unique challenges and opportunities in rural retailing and distribution.
- **Global Rural Marketing Perspectives:** Incorporating international examples and best practices in rural marketing to broaden students' understanding.

By incorporating these elements, the Rural Marketing course can equip 3<sup>rd</sup>-semester MBA students with the knowledge, skills, and perspectives needed to succeed in rural marketing roles and contribute to sustainable rural development.



<b>3<sup>rd</sup> Semester</b>	<b>Professional Elective Course (PE) Strategic Cost Management</b>	<b>M23MBAFM303</b>
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**1. Prerequisites**

S/L	Proficiency	Prerequisites
1	Basic Understanding	<ul style="list-style-type: none"> <li>• Knowledge of cost behavior, cost allocation techniques, and cost classification.</li> <li>• Understanding of internal planning, decision-making, and control processes using cost accounting data.</li> </ul>
2	Problem Solving Methods	<ul style="list-style-type: none"> <li>• Understand the behaviour of costs with changes in the level of activity critical for accurate forecasting and budgeting.</li> <li>• Knowledge of setting and using standard costs for budgeting and variance analysis.</li> <li>• Familiarity with assignment of costs to different departments, products, or services.</li> </ul>
3	Industry Relevant Skill Sets	<ul style="list-style-type: none"> <li>• The ability to recognize and apply process enhancements that lower costs.</li> <li>• Ability to adapt cost management strategies to changing market conditions and business needs.</li> <li>• Proficiency in comparing operational efficiencies and cost structures to industry norms.</li> </ul>

**2. Competencies**

S/L	Competency	KSA Description
1	Introduction to Cost Management	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Knowledge of fixed, variable, and semi-variable costs, as well as direct and indirect costs.</li> <li>○ Recognizing the company's strategic objectives and the ways in which cost control supports them.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ The capacity to spot inefficiencies and suggest cost-cutting strategies without sacrificing quality.</li> <li>○ Understanding the company's strategic goals and the way cost management aligns with business objectives.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Ability to communicate cost management insights to non-financial stakeholders effectively.</li> <li>○ Awareness of industry-specific cost drivers, competitive dynamics, and regulatory environment.</li> </ul> </li> </ul>
2	Overheads	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding cost allocation methods for overhead expenses.</li> <li>○ Knowledge of industry standards for managing and controlling overhead costs.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Ability to analyze, allocate and absorb overhead costs accurately across departments and projects.</li> <li>○ Proficiency in tracking and reporting overhead costs using financial software.</li> </ul> </li> <li>• <b>Attitudes:</b></li> </ul>

		<ul style="list-style-type: none"> <li>○ Detail-oriented approach to ensure accurate overhead cost management.</li> <li>○ Proactive mindset in identifying opportunities for reducing unnecessary overhead expenses.</li> </ul>
3	Marginal Costing	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Knowledge of the behaviour of variable and fixed costs and its impact on financial decisions.</li> <li>○ Ability to determine the break-even point and its implications for profitability.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Skills in accurately allocating variable and fixed costs to products.</li> <li>○ Ability to use information from marginal costing to make well-informed judgments about price.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ An ability to critically evaluate cost data in order to maximize financial success.</li> <li>○ Focus on paying close attention to details of cost accounting in order to guarantee precise financial analysis.</li> </ul> </li> </ul>
4	Budgetary Control	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the costing principles, methods and budgeting techniques.</li> <li>○ Awareness of financial performance indicators and variance analysis.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Ability to create and manage detailed budgets and forecasts.</li> <li>○ Proficiency in using financial software and tools for budget tracking.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Proactive approach to identifying and addressing budgetary discrepancies.</li> <li>○ Attention to commitment and accuracy in financial reporting.</li> </ul> </li> </ul>
5	Cost Audit & Reporting to Management	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding of financial and costing regulations and auditing standards crucial for accurate cost audits and reporting.</li> <li>○ Knowledge of cost accounting principles and methods that helps in evaluating and interpreting financial data effectively.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Ability to analyze complex financial statements and identifying cost-saving opportunities.</li> <li>○ Proficiency in using accounting software and reporting tools to generate and present accurate reports to management.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Reliability in cost audits and reporting ensuring a strong attention to detail and dedication to accuracy.</li> <li>○ A proactive approach to identify and address financial discrepancies fosters trust and improves management decision-making.</li> </ul> </li> </ul>
6	Responsibility Centers	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understand the principles of cost allocation and responsibility accounting, including costs assignment to different responsibility centers.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Knowledge of responsibility centers budgeting, variance analysis, and performance measurement methods.</li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Ability to analyze financial reports and performance metrics to assess the efficiency and effectiveness of responsibility centers.</li> <li>○ Proficiency in using financial software and tools to track and report cost data.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Attitude to truthfulness and openness in cost analysis and reporting.</li> <li>○ Identifying and addressing cost management issues and inefficiencies.</li> </ul> </li> </ul>
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### 3. Syllabus

Strategic Cost Management			
<b>Course Code</b>	<b>M23MBAFM303</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P&amp;SDA)</b>	<b>3:2</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>50</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>04</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Objectives: This course will enable the students</b>			
<ul style="list-style-type: none"> <li>• To understand various concepts and terminologies used in cost management.</li> <li>• To critically evaluate various costing methods and techniques such as marginal costing, budgetary control, standard costing etc.</li> <li>• To apply and analyze various costing methods and techniques mentioned above.</li> </ul>			
<b>Module 1: Cost Accounting to Cost Management</b>			<b>(10 hours)</b>
Elements of costs – Classification of costs – Methods of costing – Cost Management Tools - Cost Reduction and Cost Control & A Strategic View to Cost Management - Preparation of a cost sheet. (Problems on cost sheet).			
<b>Module 2: Overheads &amp; Process Costing</b>			<b>(10 hours)</b>
Classification and Collection of overheads, Difference between Cost Allocation and Cost Apportionment, (Full-fledged Problems on Primary and secondary distribution, Absorption of Overhead & Theory on Under and Over absorption of Overhead).			
<b>Process Costing:</b> Introduction to Process Costing & Cost accumulation in process costing (Theory & Problems).			
<b>Module 3: Marginal Costing</b>			<b>(10 hours)</b>
Nature and Scope of Marginal Costing- Applications-Break even charts and Point, Decision-making (all types with full problems) Differential Cost Analysis & Advantages and Disadvantages of Marginal Costing (Theory & Problems).			
<b>Module 4: Budgetary Control &amp; Standard Costing</b>			<b>(10 hours)</b>
Objectives of Budgetary control, Functional Budgets, Master Budgets, Key Factor Problems on Production Budgets & Flexible Budgets.			
<b>Standard Costing:</b> - Comparison with Budgetary control, analysis of Variances, Simple Problems on Material & Labour variances only (Theory & Problems).			
<b>Module 5: Cost Audit &amp; Reporting to Management</b>			<b>(5 hours)</b>
Objectives and advantages of Cost Audit, Cost Audit report. Management Audit - Objectives and Scope. Reporting to Management – Purpose of reporting-Requisites of a good report, Classifications of Report, Segment reporting, Target Costing – its Principles, Balanced Scorecard: Features & Purpose (Theory only).			
<b>Module 6: Responsibility Centers &amp; Transfer Pricing</b>			<b>(5 hours)</b>
Revenue and Expense Centers Responsibility Centers. Transfer Pricing – Meaning, Principles of Transfer Pricing, Methods of Transfer of Pricing expense Centers & Administrative Centers. (Theory only).			

**Suggested Learning Resources:****Recommended Books**

1. Cost Accounting (2e) by M.Y. Khan and P.K. Jain (2017). McGraw Hill Education.
2. Management Control Systems (4e) by Kenneth Merchant and Wim Van DerStede. Pearson Education (2019).
3. A Text book of Cost and Management Accounting: Arora M.N, 11<sup>th</sup> Edition, Vikas.

**Reference Books**

1. Managerial Accounting: James Jiambalvo, 4<sup>th</sup> Edition, Wiley India Pvt. Ltd.,
2. Cost Accounting: Jawaharlal & Seema Srivastava, 4<sup>th</sup> Edition, TMH.

**Web Links and Video Lectures (e-Resources):**

- <https://journal.ump.edu.my/ijim/article/view/5983/1166>
- <http://indianresearchjournals.com/pdf/APJMMR/2013/April/7.pdf>
- <https://www.youtube.com/watch?v=fWPPfUiPdHA>
- <https://www.coursera.org/lecture/construction-cost-estimating/introduction-to-cost-estimating-and-cost-control-xXOyj>
- [https://www.icsi.edu/WebModules/Publications/FULL\\_BOOK\\_PP-CMA-2017-JULY\\_4.pdf](https://www.icsi.edu/WebModules/Publications/FULL_BOOK_PP-CMA-2017-JULY_4.pdf)
- <https://www.pdfdrive.com/cost-management-e20763553.html>
- [https://www.academia.edu/31736202/Cost\\_Management\\_Accounting\\_and\\_Control](https://www.academia.edu/31736202/Cost_Management_Accounting_and_Control)

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

**Skill Development Activities Suggested**

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

**4. Syllabus Timeline**

S/L	Syllabus Timeline	Description
1	Week 1-3: Cost Accounting to Cost Management	<ul style="list-style-type: none"> <li>• Elements &amp; Classification of costs</li> <li>• Methods of costing</li> <li>• Cost Management Tools &amp; A Strategic View to Cost Management</li> <li>• Cost Reduction and Cost Control</li> <li>• Preparation of a cost sheet</li> </ul>
2	Week 3-5: Overheads & Process Costing	<ul style="list-style-type: none"> <li>• Classification and Collection of overheads</li> <li>• Difference between Cost Allocation and Cost Apportionment</li> <li>• Problems on Primary and secondary distribution</li> <li>• Absorption of Overhead, Theory on Under and Over absorption of</li> </ul>

		<p>Overhead</p> <ul style="list-style-type: none"> <li>• Introduction to Process Costing, Cost accumulation in process costing</li> <li>• Problems on Process Costing</li> </ul>
3	Week 5-7: Marginal Costing	<ul style="list-style-type: none"> <li>• Nature, Scope and Advantages and Disadvantages of Marginal Costing</li> <li>• Break even charts and Point</li> <li>• Problems on Decision-making</li> <li>• Differential Cost Analysis</li> </ul>
4	Week 7-9: Budgetary Control & Standard Costing	<ul style="list-style-type: none"> <li>• Objectives of Budgetary control</li> <li>• Functional Budgets, Master Budgets</li> <li>• Key Factor Problems on Production Budgets and Flexible Budgets.</li> <li>• Comparison of standard costing with Budgetary control</li> <li>• Analysis of Variances</li> <li>• Problems on Material and Labour variances</li> </ul>
5	Week 10-11: Cost Audit & Reporting to Management	<ul style="list-style-type: none"> <li>• Objectives and advantages of Cost Audit,</li> <li>• Cost Audit report.</li> <li>• Objectives and Scope of Management Audit.</li> <li>• Reporting to Management, Purpose of reporting</li> <li>• Requisites of a good report, Classifications of Report, Segment reporting,</li> <li>• Target Costing, Principles,</li> <li>• Features and Purpose of Balanced Scorecard</li> </ul>
6	Week 11-12: Responsibility Centers & Transfer Pricing	<ul style="list-style-type: none"> <li>• Revenue and Expense Centers Responsibility Centers.</li> <li>• Meaning, Principles of Transfer Pricing</li> <li>• Methods of Transfer of Pricing expense Centers, Administrative Centers.</li> </ul>

### 5. Teaching Learning Process Strategies

S/L	TLP Strategies:	Description
1	Lecture Method	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves the traditional format of a teacher delivering information to students.</li> <li>○ The instructor explains concepts, theories, and quantitative applications related to the course.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ The lecture method is effective for presenting foundational knowledge, theoretical concepts, and frameworks.</li> <li>○ It provides a structured way to convey information and ensures that all students receive the same content.</li> <li>○ Visual aids, multimedia, and interactive elements can enhance engagement during lectures.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for introducing new topics &amp; solving problems.</li> </ul> </li> </ul>
2	Case Based Teaching and Class Room Discussions	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves presenting real or hypothetical scenarios for analysis and discussion.</li> <li>○ Students collaboratively discuss, analyze, and propose solutions to case-based problems.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Encourages critical thinking, problem-solving, and application of</li> </ul> </li> </ul>

		<p>theoretical knowledge to practical situations.</p> <ul style="list-style-type: none"> <li>○ Fosters active participation, communication skills, and the exchange of diverse perspectives among students.</li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing analytical skills, decision-making abilities, and understanding the practical implications of management concepts.</li> </ul> </li> </ul>
3	Workshop and Guest Lectures	<ul style="list-style-type: none"> <li>● <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves integrating real-world examples, case studies, and experiences into the learning process.</li> <li>○ Industry professionals or experts are invited to deliver lectures or share insights with students.</li> </ul> </li> <li>● <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing how concepts are applied in actual business settings.</li> <li>○ Provides students with valuable insights, industry perspectives, and networking opportunities.</li> </ul> </li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Fosters connections between academia and industry, exposing students to real-world challenges and solutions.</li> </ul> </li> </ul>
4	Project Based Learning	<ul style="list-style-type: none"> <li>● <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves hands-on experience gained through case studies, projects, and practical applications.</li> <li>○ Industry professionals are invited to deliver project-based insights with students.</li> </ul> </li> <li>● <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing the application of concepts in project work.</li> <li>○ Provides students with valuable insights, industry perspectives, and networking opportunities for fetching projects.</li> </ul> </li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Fosters connections between academia and industry, exposing students to project networking.</li> </ul> </li> </ul>
5	<p>Overall Integration: These teaching-learning strategies can be integrated for a well-rounded and comprehensive learning experience.</p> <p>For example, a case study can be followed by a group discussion to encourage collaborative problem-solving, and a related role-play or simulation can provide a hands-on application of the concepts learned. Guest lecturers from industry professionals can further enrich the learning experience by providing real-world insights and practical examples related to the course content.</p>	
6	<p>Adaptability: Flexibility is key, and instructors may choose to adapt and combine these strategies based on the specific objectives of each module or lesson.</p> <p>Regular feedback and assessment can help gauge the effectiveness of these strategies and make adjustments as needed.</p>	

## 6. Assessment Details

### Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements

(passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

**Continuous Internal Evaluation:**

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

**CIE Marks shall be based on:**

- a) Tests (for 25 Marks) and
- b) Assignments, presentations, quiz, simulation, experimentation, mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

**Semester End Examination:**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 40 percent theory and 60 percent problems in SEE.

**7. Learning Objectives**

S/L	Learning Objectives	Description
1	Understand Strategic Cost Management Principles	Learn the fundamentals of strategic cost management, such as improving competitive advantage by coordinating cost control with corporate strategy.
2	Analyze Cost Behaviour and Structures	Learn to analyze different types of costs and their behaviour within various business environments.
3	Implement Cost Management Techniques	Develop skills in applying cost management methods and techniques such as cost-volume-profit (CVP) analysis.
4	Evaluate and Improve Cost Performance	Learn to use performance measurement tools and techniques to evaluate cost efficiency and effectiveness, and implement strategies for cost reduction and process improvement.
5	Integrate Cost Management with Strategic Planning	Understand to integrate cost management practices into strategic planning processes to support long-term business goals and competitive positioning.
6	Make Informed Cost Decisions	Develop the ability to make informed decisions based on cost data, considering both financial and non-financial factors to support strategic initiatives.
7	Communicate Cost Information Effectively	Gain skills in presenting and communicating cost-related information to stakeholders clearly and effectively, supporting decision-making and strategic planning.

**8. Course Outcomes (COs) and Mapping with POs / PSOs****Course Outcomes**

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

COs	Description	Blooms Level
M23MBAFM303.1	Understand the fundamentals of costing strategies for effective cost management.	L2
M23MBAFM303.2	Apply the costing tools and techniques for business decision making.	L3
M23MBAFM303.3	Analyze traditional and non-traditional costing methods for maximizing firms' profitability.	L4
M23MBAFM303.4	Evaluate cost to meet future uncertainties.	L5

**Mapping of COs POs and PSOs**

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
M23MBAFM303.1	3					2		
M23MBAFM303.2		3	2			2	2	
M23MBAFM303.3			3	2			3	
M23MBAFM303.4				2	2			2
M23MBAFM303	3	3	2.5	2	2	2	2.5	2

**9. Assessment Plan****Continuous Internal Assessment**

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>				10	<b>10</b>
<b>Module 2</b>			10		<b>10</b>
<b>Module 3</b>		10			<b>10</b>
<b>Module 4</b>			10		<b>10</b>
<b>Module 5</b>		7			<b>7</b>
<b>Module 6</b>	3				<b>3</b>
<b>Total</b>	<b>3</b>	<b>17</b>	<b>20</b>	<b>10</b>	<b>50</b>

**SEE**

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>				20	<b>20</b>
<b>Module 2</b>			20		<b>20</b>
<b>Module 3</b>		20			<b>20</b>
<b>Module 4</b>			20		<b>20</b>
<b>Module 5</b>		14			<b>14</b>
<b>Module 6</b>	6				<b>6</b>
<b>Total</b>	<b>6</b>	<b>34</b>	<b>40</b>	<b>20</b>	<b>100</b>

**Conditions for SEE Paper Setting****Semester End Examination**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.



- The students will have to answer 5 full questions; selecting 4 full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number 8 is compulsory.
- 40 percent theory and 60 percent problems in SEE.

### 10. Future with this Subject

The "Strategic Cost Management" course in the Third semester of the MBA program lays a strong foundation for corporate and entrepreneurial career for management students. The contributions of this subject extend across various areas, enhancing the students' understanding and skills in the field Strategic Cost Management in business. Here are some notable contributions:

- **Integration with Digital Technologies:** The use of advanced technologies like artificial intelligence (AI), machine learning, and data analytics will enhance the precision and efficiency of cost management. These technologies will provide deeper insights into cost drivers and enable more accurate forecasting and budgeting.
- **Focus on Sustainability:** As organizations increasingly prioritize sustainability. Strategic cost management will need to incorporate environmental and social costs. Companies will need to manage costs associated with sustainability initiatives while balancing them with long-term value creation.
- **Dynamic and Real-Time Cost Management:** The demand for real-time financial data and dynamic cost management practices will grow. Organizations will need to adapt to rapid changes in the business environment by utilizing real-time data to make informed decisions and adjust strategies quickly.
- **Enhanced Collaboration and Integration:** Strategic cost management will become more integrated with other business functions, such as supply chain management, operations, and strategic planning. This holistic approach will help organizations better align costs with overall business strategy.
- **Focus on Value Creation:** There will be a shift from purely cost reduction to value creation. Strategic cost management will increasingly focus on cost decisions that impact overall business value and competitive advantage, rather than just minimizing expenses.
- **Greater Emphasis on Risk Management:** With the growing complexity of global business environments, strategic cost management will need to address and manage various financial and operational risks more effectively.
- **Customizable and Scalable Solutions:** As businesses of all sizes and industries seek tailored solutions, strategic cost management tools and practices will need to be adaptable and scalable to meet diverse needs and contexts.

<b>3<sup>rd</sup> Semester</b>	<b>Professional Elective Course (PE) Security Analysis And Portfolio Management</b>	<b>M23MBAFM304</b>
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**1. Prerequisites**

S/L	Proficiency	Prerequisites
1	Knowledge of Investment	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> Familiarity with the basics of investment avenues, stock movements, trends and indicators.</li> <li>• <b>Understanding:</b> Fundamental concepts of risk return trade-off in connection to individual and market.</li> </ul>
2	Decision Making	<ul style="list-style-type: none"> <li>• <b>Differentiation:</b> Ability to classify and differentiate between various forms of market efficiency.</li> <li>• <b>Skills:</b> Proficiency in fundamental and technical analysis including applications, trading graphs, charts, indicators, and their properties.</li> </ul>
3	Industry Relevant Skill Sets	<ul style="list-style-type: none"> <li>• <b>Understanding:</b> Recognition of industry-relevant investment analysis.</li> <li>• <b>Application:</b> Ability to apply industry-relevant analytical skills in real-world scenarios.</li> </ul>

**2. Competencies**

S/L	Competency	KSA Description
1	Understanding Investment	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Grasping the concepts of investment instruments, participants, security market and importance of investment.</li> <li>○ Applying theoretical knowledge of valuation of securities.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Analysing the factors affecting investment required for optimizing return.</li> <li>○ Applying the strategies of portfolio management and portfolio revision for better performance.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the importance of portfolio management by investing in different investment avenues.</li> <li>○ Appreciation for application of investment process.</li> </ul> </li> </ul>
2	Problem Solving	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding theories and models of security analysis.</li> <li>○ Applying theoretical knowledge for real time trading.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Proficiency in problem-solving through breaking down complex investment problems.</li> <li>○ Applying problem-solving frameworks effectively in investment scenarios.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Openness to various problem-solving approaches.</li> <li>○ Appreciation for the importance of effective problem handling in getting high returns.</li> </ul> </li> </ul>
3	Decision Making	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the EIC framework for better investment decisions.</li> <li>○ Applying the tools and techniques on historical data to predict future prices.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Proficiency in decision making at various investment conditions.</li> <li>○ Applying the investment strategies to construct optimum portfolio.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Openness to various methods of investment evaluation.</li> <li>○ Appreciating the importance of optimum portfolio construction.</li> </ul> </li> </ul>
4	Analytical Skills	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the features of good investment, Trading &amp; Settlement Procedure and Stock Market Indicators.</li> <li>○ Ability to understand the market scenario in different economic conditions.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Breaking down complex problems into risk and return assessment and analyzing best investment opportunities.</li> <li>○ Deriving the objectives of investment using environment and investment factors.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the role of valuation models and investment techniques.</li> <li>○ Openness to portfolio evaluation and revision of stocks through risk and return assessment.</li> </ul> </li> </ul>
5	Industry Relevant Skill Sets	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Grasp of investment strategies such as Individual security, portfolio, bonds and mutual funds.</li> <li>○ Build skills through practical interaction and application to act according to investment situations.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Acquisition of industry-relevant investment analytics.</li> <li>○ Ability to think critically and make connections between investors psychology to enhance investment effectiveness.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Recognizing the ongoing need for evolving skills in a dynamic industry.</li> <li>○ Valuing the contribution of industry-relevant skills and modes to be financially self-sufficient.</li> </ul> </li> </ul>

### 3. Syllabus

Security Analysis and Portfolio Management			
<b>Course Code</b>	<b>M23MBAFM304</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P&amp;SDA)</b>	<b>3:2</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>50</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>04</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Objectives: This course will enable the students</b>			
<ul style="list-style-type: none"> <li>• To understand the capital market and various instruments for investment.</li> <li>• To learn valuation of equity, debt and mutual funds.</li> <li>• To learn diversification of securities for risk return trade off in capital market.</li> <li>• To learn portfolio construction for retail investors, high net worth individuals, mutual funds.</li> </ul>			
<b>Module 1: Introduction to Investment</b>			<b>(6 hours)</b>
Investment Avenues, Attributes, Investor V/s speculator, Features of a good Investment & Investment Process.			

<b>Financial Instruments:</b> Money Market Instruments, Capital Market Instruments, Derivatives. Securities Market: Trading & Settlement Procedure, Stock Market Indicators & Indices of Indian Stock Exchanges (Only Theory).
<b>Module 2: Return and Risk Concepts</b> (9 hours)
Concept of Risk, Causes of Risk, Types of Risk- Systematic risk- Unsystematic Risk - Risk - Return Relationship, Concept of diversifiable risk and non - diversifiable risk. Calculation of Return and Risk of Individual Security & Portfolio (Theory & Problems).
<b>Module 3: Valuation of Securities</b> (9 hours)
Bond - Meaning, features, types, determinants of interest rates, Bond Valuation, Bond Duration, Bond Management Strategies. Preference Shares - Concept, Valuation. Equity Shares- Concept, Valuation & Dividend Valuation Models (Theory & Problems).
<b>Module 4: Fundamental &amp; Technical Analysis</b> (8 hours)
Fundamental analysis - EIC Frame Work, Technical Analysis – Concept, Theories - Dow Theory, Eliot Wave theory. Market Efficiency: Efficient Market Hypothesis, Forms of Market Efficiency, Charts - Types, Trends and Trend Reversal Patterns. Mathematical Indicators - Relative Strength Index & EMA (Theory only).
<b>Module 5: Modern Portfolio Theory</b> (9 hours)
Markowitz Model - Efficient Frontier. Sharpe's Single Index Model, Capital Asset Pricing Model: Assumptions, Capital Market Line, Security Market Line & Sharpe's Optimum Portfolio Construction. (Theory & Problems).
<b>Module 6: Portfolio Management Strategies and Performance Evaluation</b> (9 hours)
Portfolio Management Strategies, Portfolio Revision: Portfolio Revision Strategies – Objectives, Performance plans. Mutual Funds: Concept of Mutual Funds, Participants in Mutual Funds, Advantages of Investment in Mutual Fund, Measure of Mutual Fund Performance & Portfolio performance Evaluation (Theory & Problems).
<b>Suggested Learning Resources:</b>
<b>Recommended Books</b>
<ol style="list-style-type: none"> <li>1. Investment Analysis and Portfolio management, Prasanna Chandra, Tata McGraw Hill, 3/e, 2010.</li> <li>2. Security Analysis &amp; Portfolio Management, S Kevin, Tata McGraw Hill, 2014.</li> </ol>
<b>Reference Books</b>
<ol style="list-style-type: none"> <li>1. Security Analysis &amp; Portfolio Management, Punithavathy Pandian, Vikas Publications, 2/e, 2018.</li> <li>2. Investment management (Security Analysis and &amp; Portfolio Management), Bhalla V.K., Vikas Publications, 19/e, 2018.</li> </ol>
<b>Web Links and Video Lectures (e-Resources):</b>
<ul style="list-style-type: none"> <li>• <a href="https://www.digimat.in/nptel/courses/video/110105035/L01.html">https://www.digimat.in/nptel/courses/video/110105035/L01.html</a></li> <li>• <a href="https://www.youtube.com/watch?v=Fv63XWOIERM">https://www.youtube.com/watch?v=Fv63XWOIERM</a></li> <li>• <a href="https://www.youtube.com/watch?v=NIjucusocFw">https://www.youtube.com/watch?v=NIjucusocFw</a></li> <li>• <a href="https://www.digimat.in/nptel/courses/video/110105035/L02.html">https://www.digimat.in/nptel/courses/video/110105035/L02.html</a></li> <li>• <a href="https://www.pdfdrive.com/investment-management-e1833037.html">https://www.pdfdrive.com/investment-management-e1833037.html</a></li> <li>• <a href="https://www.youtube.com/watch?v=5QuK8L1g2r4">https://www.youtube.com/watch?v=5QuK8L1g2r4</a></li> </ul>
<b>Note: The afore said links and study material suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.</b>
<b>Skill Development Activities Suggested</b>
<ul style="list-style-type: none"> <li>• Each student will be given a virtual cash of Rs.10 Lakhs and they will be asked to invest in equity shares based on fundamental analysis throughout the semester. At the end the best investment will be awarded based on the final net worth. Virtual on line trading account can be opened for the student and every week 2 hours can be allotted to invest, monitor and evaluate.</li> </ul>

- Students should study the stock market pages from business press and calculate the risk and return of selected companies.
- Students can do a macro economy using GDP growth.
- Students' are expected to do Industry analysis for specific sectors.
- Students can do Company analysis for select companies using profitability and liquidity ratios.
- Practice technical analysis using Japanese candle sticks.

#### 4. Syllabus Timeline

S/L	Syllabus Timeline	Description
1	Week 1-2: Introduction to Investment	<ul style="list-style-type: none"> <li>• Investment Avenues, Attributes, Investor V/s speculator, Features of a good Investment, Investment Process</li> <li>• Money Market Instruments, Capital Market Instruments, Derivatives</li> <li>• Trading &amp; Settlement Procedure</li> <li>• Stock Market Indicators- Indices of Stock Exchanges</li> </ul>
2	Week 3-5: Return and Risk Concepts	<ul style="list-style-type: none"> <li>• Concept of Risk, Causes of Risk</li> <li>• Types of Risk- Systematic risk- Unsystematic Risk</li> <li>• Risk-Return Relationship, Concept of diversifiable risk and non- diversifiable risk</li> <li>• Calculation of Return and Risk of Individual Security</li> <li>• Calculation of Return and Risk of Portfolio</li> </ul>
3	Week 6-7: Valuation of Securities	<ul style="list-style-type: none"> <li>• Bond – Meaning, features, types, determinants of interest rates</li> <li>• Bond Valuation</li> <li>• Bond Duration, Bond Management Strategies</li> <li>• Preference Shares Concept</li> <li>• Valuation. Equity Shares Concept</li> <li>• Valuation, Dividend Valuation Models</li> </ul>
4	Week 8-9: Fundamental & Technical Analysis	<ul style="list-style-type: none"> <li>• Fundamental analysis-EIC Frame Work</li> <li>• Technical Analysis – Concept, Theories- Dow Theory, Eliot Wave theory</li> <li>• Market Efficiency: Efficient Market Hypothesis, Forms of Market Efficiency</li> <li>• Charts-Types, Trends and Trend Reversal Patterns</li> <li>• Mathematical Indicators- Relative Strength Index and EMA</li> </ul>
5	Week 9-10: Modern Portfolio Theory	<ul style="list-style-type: none"> <li>• Markowitz Model- Efficient Frontier</li> <li>• Sharpe's Single Index Model</li> <li>• Capital Asset Pricing Model: Assumptions</li> <li>• Capital Market Line, Security Market Line</li> <li>• Sharpe's Optimum Portfolio Construction</li> </ul>
6	Week 11-12: Portfolio Management Strategies and Performance Evaluation	<ul style="list-style-type: none"> <li>• Portfolio Management Strategies</li> <li>• Portfolio Revision Strategies – Objectives, Performance plans</li> <li>• Concept of Mutual Funds, Participants in Mutual Funds, Advantages of Investment in Mutual Fund</li> <li>• Measure of Mutual Fund Performance</li> <li>• Portfolio performance Evaluation</li> </ul>

#### 5. Teaching Learning Process Strategies

S/L	TLP Strategies:	Description
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1	Lecture Method	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves the traditional format of a teacher delivering information to students.</li> <li>○ The instructor explains concepts, theories, and models related to the course.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ The lecture method is effective for presenting foundational knowledge, theoretical concepts, and frameworks.</li> <li>○ It provides a structured way to convey information and ensures that all students receive the same content.</li> <li>○ Visual aids, multimedia, and interactive elements can enhance engagement during lectures.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for introducing new topics, theoretical foundations, and fundamental principles and practices of investment.</li> </ul> </li> </ul>
2	Case Studies and Group Discussions	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves presenting real or hypothetical scenarios for analysis and discussion.</li> <li>○ Students collaboratively discuss, analyze, and propose solutions to case-based business problems.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Encourages critical thinking, problem-solving, and application of theoretical knowledge to practical situations.</li> <li>○ Fosters active participation, analytical skills, and the exchange of diverse perspectives among students.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing analytical skills, decision-making abilities, and understanding the practical implications of the concepts.</li> </ul> </li> </ul>
3	Role Plays and Simulations	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Students enact specific roles in simulated scenarios that mirror real-world situations.</li> <li>○ Simulations replicate aspects of the investment environment to provide hands-on experience.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Enhances experiential learning by allowing students to apply theoretical concepts in simulated real-world contexts.</li> <li>○ Develops skills as students actively engage in different roles and scenarios.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing practical skills and understanding the dynamics of stock market.</li> </ul> </li> </ul>
4	Real World Applications and Industry Guest Lectures	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves integrating real-world examples, case studies, and experiences into the learning process.</li> <li>○ Industry professionals or experts are invited to deliver lectures or share insights with students.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing how</li> </ul> </li> </ul>

		<p>concepts are applied in actual business settings.</p> <ul style="list-style-type: none"> <li>○ Provides students with valuable insights, industry perspectives, and business opportunities.</li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Enhances students' understanding of the practical relevance of investment concepts.</li> <li>○ Fosters connections between academia and industry, exposing students to real-world challenges and solutions.</li> </ul> </li> </ul>
5	Project Based Learning	<ul style="list-style-type: none"> <li>● <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves hands-on experience gained through projects.</li> <li>○ Industry professionals are invited to deliver project-based insights with students.</li> </ul> </li> <li>● <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing application of concepts in project work.</li> <li>○ Provides students with valuable insights, industry perspectives, and networking opportunities for fetching projects.</li> </ul> </li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Fosters connections between academia and industry, exposing students to project networking.</li> </ul> </li> </ul>
6	<p>Overall Integration: These teaching-learning strategies can be integrated for a well-rounded and comprehensive learning experience.</p> <p>For example, a case study can be followed by a group discussion to encourage collaborative problem-solving, and a related role-play or simulation can provide a hands-on application of the concepts learned. Guest lecturers from industry professionals can further enrich the learning experience by providing real-world insights and practical examples related to the course content.</p>	
7	<p>Adaptability: Flexibility is key, and instructors may choose to adapt and combine these strategies based on the specific objectives of each module or lesson.</p> <p>Regular feedback and assessment can help gauge the effectiveness of these strategies and make adjustments as needed.</p>	

## 6. Assessment Details

### Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

### Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

### CIE Marks shall be based on:

- a) Tests (for 25 Marks) and
- b) Assignments, presentations, quiz, simulation, experimentation, mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

**Semester End Examination:**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 40 percent theory and 60 percent problems in SEE.

**7. Learning Objectives**

S/L	Learning Objectives	Description
1	Understand Security Analysis and Portfolio Management	Learn the fundamentals of investment, financial instruments and securities market.
2	Analyze Risk and Return	Learn to analyze different types of risk and their behaviour with return among individual and portfolio securities.
3	Valuation of securities	Develop skills in applying various valuation models for bonds, preference and equity stocks.
4	Fundamental and Technical Analysis	Students will become proficient in forecasting future stock prices by assessing current information of external business environment and historical information of stocks.
5	Market Efficiency	Thorough hands-on forms of market efficiency and tests used to measure the efficiency through information dissemination.
6	Implementation of models and Strategies	Learn the processes and challenges involved in the implementation of various models to optimize the returns.
7	Performance Evaluation	Develop skills to measure and assess the effectiveness of implemented strategies using performance metrics and control systems

**8. Course Outcomes (COs) and Mapping with POs / PSOs****Course Outcomes**

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

COs	Description	Blooms Level
M23MBAFM304.1	Understand the conceptual framework of security analysis for real time trading.	L2
M23MBAFM304.2	Apply the investment avenues in modern scenario using qualitative and quantitative methods for investment decision making.	L3
M23MBAFM304.3	Analyze the profitable securities in capital market using valuation models & portfolio theories.	L4
M23MBAFM304.4	Evaluate a structure for feasible investment plans to maximize the return to investors.	L5

**Mapping of COs POs and PSOs**



COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
M23MBAFM304.1	2					2		
M23MBAFM304.2	3	3	2				2	
M23MBAFM304.3		3	3	2		3	3	
M23MBAFM304.4				2	3			3
M23MBAFM304	2.5	3	2.5	2	3	2.5	2.5	3

### 9. Assessment Plan

#### Continuous Internal Assessment

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	3				<b>3</b>
<b>Module 2</b>		10			<b>10</b>
<b>Module 3</b>			10		<b>10</b>
<b>Module 4</b>	7				<b>7</b>
<b>Module 5</b>				10	<b>10</b>
<b>Module 6</b>				10	<b>10</b>
<b>Total</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>20</b>	<b>50</b>

#### SEE

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	6				<b>6</b>
<b>Module 2</b>		20			<b>20</b>
<b>Module 3</b>			20		<b>20</b>
<b>Module 4</b>	14				<b>14</b>
<b>Module 5</b>				20	<b>20</b>
<b>Module 6</b>				20	<b>20</b>
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>40</b>	<b>100</b>

### Conditions for SEE Paper Setting

#### Semester End Examination

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer 5 full questions; selecting 4 full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number 8 is compulsory.
- 40 percent theory and 60 percent problems in SEE.

### 10. Future with this Subject

The "Security Analysis and Portfolio Management" course in the Third semester of the MBA program lays a strong foundation for corporate and entrepreneurial career for management students. It is characterized by a greater reliance on advanced technologies, increased emphasis on data and analytics, and a growing focus on ethical and global factors. Staying ahead in this evolving landscape will require adapting to these changes and leveraging new tools and strategies. Here are some notable contributions:

- **Artificial Intelligence and Machine Learning:** AI and ML will play an increasingly significant role in analyzing vast amounts of financial data, identifying patterns, and making predictive models. These technologies will enhance decision-making by providing more accurate forecasts and automating routine tasks.

- **Big Data and Analytics:** The ability to process and analyze large datasets will become even more critical. Investors will use big data to gain insights into market trends, economic indicators, and individual security performance, leading to more informed and strategic decisions.
- **Algorithmic Trading:** Advanced algorithms will continue to dominate trading strategies, allowing for high-frequency trading and the execution of complex trading strategies with minimal human intervention.
- **Blockchain and Crypto Currencies:** The rise of blockchain technology and crypto currencies will influence security analysis and portfolio management. Blockchain's transparency and security features could transform how transactions are recorded and verified, while crypto currencies offer new asset classes to consider.
- **Robo-Advisors and Automation:** The growth of robo-advisors will democratize access to portfolio management, offering automated investment strategies and personalized advice at lower costs. This will make professional investment management more accessible to individual investors.
- **ESG and Ethical Investing:** Environmental, Social, and Governance (ESG) criteria are becoming increasingly important in investment decisions. Analysts and portfolio managers will need to incorporate ESG factors into their evaluations to meet the growing demand for responsible investing.
- **Regulatory Changes:** As financial markets evolve, regulatory environments will also change. Staying compliant with new regulations and understanding their impact on investments will be crucial for portfolio managers.
- **Integration of Financial Technologies (FinTech):** Innovations in FinTech, including advancements in mobile trading platforms, personal finance apps, and digital banking, will enhance how investors manage their portfolios and interact with financial markets.
- **Behavioral Finance:** Understanding investor psychology and behavior will become more refined, helping analysts and portfolio managers better predict market movements and investor reactions.
- **Globalization and Geopolitical Risks:** As markets become more interconnected, global events and geopolitical risks will have a more significant impact on portfolios. Managers will need to stay attuned to global economic conditions and political developments.

<b>3<sup>rd</sup> Semester</b>	<b>Professional Elective Course (PE) Advanced Financial Management</b>	<b>M23MBAFM305</b>
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**1. Prerequisites**

S/L	Proficiency	Prerequisites
1	Basic Understanding	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> Familiarity with fundamental financial concepts such as time value of money, risk, and return.</li> <li>• <b>Understanding:</b> Basic comprehension of financial statements, including balance sheets, income statements, and cash flow statements</li> </ul>
2	Problem Solving	<ul style="list-style-type: none"> <li>• <b>Differentiation:</b> Ability to analyze financial ratios and perform cost-benefit analysis for decision-making.</li> <li>• <b>Skills:</b> Competency in using financial models and tools to evaluate investment opportunities and capital budgeting decisions.</li> </ul>
3	Industry Relevant Skill Sets	<ul style="list-style-type: none"> <li>• <b>Understanding:</b> Awareness of global financial markets, interest rates, and exchange rates, and their impact on business operations.</li> <li>• <b>Application:</b> Ability to apply financial theories in real-world scenarios such as mergers, acquisitions, and corporate restructuring.</li> </ul>

**2. Competencies**

S/L	Competency	KSA Description
1	Capital Structure	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Deep understanding of capital structure theories and the cost of capital.</li> <li>○ Knowledge of leverage and its impact on firm value.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Analytical skills to determine the optimal capital structure.</li> <li>○ Skills in applying capital structure model.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Ability to evaluate financial decisions and their impact on the firm's capital structure.</li> <li>○ Ability to recommend strategic financial decisions regarding debt and equity financing.</li> </ul> </li> </ul>
2	Dividend Policy	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Comprehensive knowledge of dividend theories (Miller-Modigliani, Bird-in-the-Hand, etc.).</li> <li>○ Understanding of the factors influencing dividend decisions.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Skills in analyzing the impact of dividend policies on shareholder value.</li> <li>○ Ability to create dividend distribution strategies aligned with corporate objectives.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Ability to assess and recommend appropriate dividend policies.</li> <li>○ Ability to critically evaluate the relevance of dividends in different market conditions.</li> </ul> </li> </ul>
3	Cash Management	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Deep understanding of cash management principles and liquidity planning.</li> <li>○ Knowledge of cash budgeting and forecasting techniques.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Skills in developing and managing cash budgets.</li> <li>○ Proficiency in optimizing cash flows and managing short-term investments.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Ability to implement effective cash management strategies.</li> <li>○ Ability to manage liquidity risks and ensure the firm's financial stability.</li> </ul> </li> </ul>
4	Inventory Management	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding of inventory management techniques (EOQ, JIT, etc.)</li> <li>○ Knowledge of inventory cost management and control methods.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Skills in implementing inventory management systems.</li> <li>○ Ability to analyze and optimize inventory levels based on demand forecasting.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Ability to balance inventory costs with service levels and efficiency.</li> <li>○ Ability to manage inventory to align with corporate financial goals.</li> </ul> </li> </ul>
5	Receivables Management	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Knowledge of credit management and receivables policies.</li> <li>○ Understanding of the financial impact of receivables management on liquidity.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Skills in assessing credit risk and optimizing collection processes.</li> <li>○ Proficiency in managing accounts receivable turnover.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Ability to implement strategies to reduce bad debts and improve cash flow.</li> <li>○ Ability to evaluate the impact of receivables management on company profitability</li> </ul> </li> </ul>
6	Fund Flow Analysis	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Deep understanding of fund flow management.</li> <li>○ Knowledge in preparation for fund flow statement.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Skills in developing and managing funds.</li> <li>○ Proficiency in optimizing fund flows and managing.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Ability to implement effective fund management strategies.</li> <li>○ Ability to manage working capital risks and ensure the firm's financial stability.</li> </ul> </li> </ul>

### 3. Syllabus

Advanced Financial Management			
<b>Course Code</b>	<b>M23MBAFM305</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P&amp;SDA)</b>	<b>3:2</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>50</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>04</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Objectives: This course will enable the students</b>			

<ul style="list-style-type: none"> <li>• To understand the concept capital structure and capital structure theories.</li> <li>• To assess the dividend policy of the firm.</li> <li>• To identify and evaluate the exposure of a company to financial risk and the techniques required to manage this risk.</li> <li>• To evaluate complex investment appraisal situations and appreciate the importance of the cost of capital to the organization and how the capital structure chosen will impact upon this.</li> </ul>
<b>Module 1: Capital Structure Decisions (9 hours)</b> Capital structure & market value of a firm, Factors determining capital structure, Credit agency ratings - debt ratio-debt to equity ratio - long term debt to capitalization ratio. Theories of capital structure: Net Income approach, Net Operating Income approach, Modigliani Miller approach, Traditional approach. (Theory only).
<b>Module 2: Dividend Policy (9 hours)</b> Dividend policy, Theories of dividend policy: Theory of irrelevance, Bird - in - the - hand theory & Tax preference theory, Modigliani & Miller approach. Dividend policies. Bonus shares and stock split – corporate dividend behavior. (Theory and Problems).
<b>Module 3: Cash Management (9 hours)</b> Presentation: Facets of Cash Management, Motive for holding cash, Managing cash collection and disbursement-investing surplus, cash in marketable securities, Forecasting cash flows, Cash budgets-long-term cash forecasting, optimal cash balances, Baumol model-Miller-Orr model-Strategies for managing surplus fund. (Theory and Problems). Recent Developments in Advanced Financial Management, Block chain technology, Cloud funding, Digitization of financial transactions-Big data project finance. Cash Budgetting (Theory only)
<b>Module 4: Inventory Management (7 hours)</b> Purpose and functions of inventories - Types of inventory (Raw - materials, work-in-progress (WIP), finished goods & Maintenance, Repairs and Operations (MRO). Determination of inventory control levels: ordering, reordering, danger level. Techniques of inventory management - Economic Order Quantity (EOQ model). Pricing of raw material - Monitoring and control of inventories - ABC Analysis. (Theory and problems)
<b>Module 5: Receivables Management &amp; Factoring (7 hours)</b> Nature and objectives of Receivables Management – Credit management through credit policy variables - marginal analysis - Credit evaluation of individual accounts and its monitoring receivables - Numerical credit scoring - Control of accounts receivables- Problems on credit granting decision. (Theory and Problems) Factoring: Meaning, definition, types & its benefits (Theory only)
<b>Module 6: Fund Flow Analysis (9 hours)</b> Meaning, Concepts of fund – Meaning & Definition of fund flow statement – Uses & Limitations, Procedure for preparation of fund flow statement of changes in working capital, statement of funds from operations – Statement of sources & applications of funds. (Theory and Problems) (Case Study Problem)
<b>Suggested Learning Resources:</b> <b>Recommended Books</b> <ol style="list-style-type: none"> <li>1. Financial Management: Text, Problems &amp; Cases M.Y. Khan &amp; P.K. Jain, Tata Mc Graw Hill, 7/e, 2017.</li> <li>2. Financial Management: Theory and Practice, Prasanna Chandra, Tata Mc Graw Hill, 10/e, 2019.</li> <li>3. Advanced Financial Management, Binoy Mathew &amp; G. Nagarajan, Jayvee Digital Publishing, 2/e, 2022.</li> </ol> <b>Reference Books</b> <ol style="list-style-type: none"> <li>1. Financial Management, Prasanna Chandra, Tata Mc Graw Hill, NewDelhi.</li> <li>2. Financial Management, Pandey, I.M., Vikas Publishing House, New Delhi.</li> </ol>
<b>Web Links and Video Lectures (e-Resources):</b>

- <https://www.pdfdrive.com/advance-financial-management-e33606254.html>
- <https://www.smartworld.com/notes/advanced-financial-management-notes-pdf-afm/>
- [https://www.academia.edu/33769964/Advanced\\_Financial\\_Management\\_Class\\_Notes](https://www.academia.edu/33769964/Advanced_Financial_Management_Class_Notes)
- <https://5y1.org/document/advanced-financial-management-pdf.html>
- [https://www.youtube.com/watch?v=CCQwz\\_Gwo6o](https://www.youtube.com/watch?v=CCQwz_Gwo6o)
- <http://mappingyourfuture.org/money;>
- <http://www.mymoney.gov/>
- [www.wsj.com](http://www.wsj.com)-TheWall StreetJournal Online
- [www.investmentinternational.com](http://www.investmentinternational.com)-InvestmentInternational

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

#### Skill Development Activities Suggested

- Study the working capital financing provided by a Bank and submits the report on the same.
- Study the annual report of any two companies and prepare a cash budget for next year.
- Study dividend policy of companies and its impact on shareholders' wealth.
- Study implications of bonus issues/stock splits of companies.
- Analysis of the performance of an organization.

#### 4. Syllabus Timeline

S/L	Syllabus Timeline	Description
1	Week 1-2: Capital Structure Decisions	<ul style="list-style-type: none"> <li>• Capital structure &amp; market value of a firm</li> <li>• Factors determining capital structure</li> <li>• Credit agency ratings - debt ratio-debt to equity ratio - long term debt to capitalization ratio</li> <li>• Theories of capital structure: Net Income approach, Net Operating Income approach, Modigliani Miller approach, Traditional approach. (Theory only)</li> </ul>
2	Week 3-4: Dividend Policy	<ul style="list-style-type: none"> <li>• Overview of dividend policy</li> <li>• Theories of dividend policy (irrelevance, bird-in-the-hand, signaling theory), types of dividends</li> <li>• Dividend distribution policies, Corporate dividend behaviour</li> <li>• Factors influencing dividend decisions</li> </ul>
3	Week 5-6: Cash Management	<ul style="list-style-type: none"> <li>• Presentation: Facets of Cash Management, Motive for holding cash</li> <li>• Managing cash collection and disbursement-investing surplus</li> <li>• Cash in marketable securities, Forecasting cash flows, Cash budgets-long-term cash forecasting, optimal cash balances</li> <li>• Baumol model-Miller-Orr model-Strategies for managing surplus fund. (Theory and Problems)</li> <li>• Recent Developments in Advanced Financial Management, Block chain technology, Cloud funding, Digitization of financial transactions-Big data project finance</li> <li>• Cash Budgetting (Theory only)</li> </ul>
4	Week 7-8: Inventory Management	<ul style="list-style-type: none"> <li>• Purpose and functions of inventories</li> <li>• Types of inventory (Raw - materials, work-in-progress (WIP), finished goods &amp; Maintenance</li> </ul>

		<ul style="list-style-type: none"> <li>• Repairs and Operations (MRO)</li> <li>• Determination of inventory control levels: ordering, reordering, danger level.</li> <li>• Techniques of inventory management - Economic Order Quantity (EOQ model)</li> <li>• Pricing of raw material - Monitoring and control of inventories - ABC Analysis. (Theory and problems)</li> </ul>
5	Week 9-10: Receivables Management	<ul style="list-style-type: none"> <li>• Nature and objectives of Receivables Management</li> <li>• Credit management through credit policy variables - marginal analysis - Credit evaluation of individual accounts and its monitoring receivables</li> <li>• Numerical credit scoring - Control of accounts receivables</li> <li>• Problems on credit granting decision. (Theory and Problems)</li> <li>• Factoring: Meaning, definition, types &amp; its benefits (Theory only)</li> </ul>
6	Week 11-12: Fund Flow Analysis	<ul style="list-style-type: none"> <li>• Meaning, Concepts of fund – Meaning &amp; Definition of fund flow statement</li> <li>• Uses &amp; Limitations</li> <li>• Procedure for preparation of fund flow statement of changes in working capital</li> <li>• Statement of funds from operations</li> <li>• Statement of sources &amp; applications of funds. (Theory and Problems) (Case Study Problem)</li> </ul>

### 5. Teaching Learning Process Strategies

S/L	TLP Strategies:	Description
1	Lecture Method	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves traditional teacher-led sessions to explain financial theories, principles, and models.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Provides structured learning and ensures consistency in the delivery of complex financial concepts. Visual aids and multimedia are utilized to enhance understanding.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Effective for foundational topics, such as capital structure, working capital management, and financial risk analysis.</li> </ul> </li> </ul>
2	Case Studies and Group Discussions	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves the analysis of real or hypothetical financial scenarios, encouraging collaborative learning.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Fosters critical thinking, problem-solving, and application of theoretical knowledge to practical financial situations.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for topics like financial decision-making, investment analysis, and corporate restructuring, allowing students to explore multiple perspectives and solutions.</li> </ul> </li> </ul>
3	Problem-Based Learning (PBL)	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Students work on specific financial problems or projects, encouraging self-directed learning and practical application.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Promotes deep understanding by requiring students to research,</li> </ul> </li> </ul>

		<p>analyze, and solve complex financial issues.</p> <ul style="list-style-type: none"> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Best suited for advanced topics like mergers and acquisitions, financial modeling, and strategic financial planning.</li> </ul> </li> </ul>
4	Guest Lectures and Industry Insights	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves inviting industry professionals to share their experiences and insights on financial management practices.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Provides students with current industry trends, challenges, and practical applications of financial theories.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Relevant for all modules, offering real-world perspectives on topics such as financial markets, investment strategies, and corporate finance.</li> </ul> </li> </ul>
5	Workshops and Seminars	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Interactive sessions focused on specific financial tools, techniques, or software.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Enhances technical skills and practical knowledge, enabling students to apply what they learn in a controlled environment.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for teaching financial analysis, valuation techniques, and the use of financial software like Excel.</li> </ul> </li> </ul>
6	<p>Overall Integration: These teaching learning strategies can be integrated for a well-rounded and comprehensive learning experience.</p> <p>For example, a case study can be followed by a group discussion to encourage collaborative problem-solving, and a related role-play or simulation can provide a hands-on application of the concepts learned. Guest lecturers from industry professionals can further enrich the learning experience by providing real-world insights and practical examples related to the course content.</p>	
7	<p>Adaptability: Flexibility is key, and instructors may choose to adapt and combine these strategies based on the specific objectives of each module or lesson.</p> <p>Regular feedback and assessment can help gauge the effectiveness of these strategies and make adjustments as needed.</p>	

## 6. Assessment Details

### Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

### Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

### CIE Marks shall be based on:

- Tests (for 25 Marks) and
- Assignments, presentations, quiz, simulation, experimentation, mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given



autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

#### Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 40 percent theory and 60 percent problems in SEE.

### 7. Learning Objectives

S/L	Learning Objectives	Description
1	Capital Structure	Students will be able to understand different types of capital structures, evaluate the impact of leverage on company performance, and assess optimal capital structure decisions.
2	Dividend Policy	Students will be able to analyze the factors influencing dividend policies, compare dividend theories, and apply these concepts in real-world financial decision-making.
3	Working Capital Management	Students will be able to evaluate different approaches to working capital management, assess the trade-offs between profitability and liquidity, and design efficient working capital strategies.
4	Inventory Management	Students will be able to Learn techniques for optimizing inventory levels, analyze the financial impact of inventory decisions, and apply inventory control methods in various business contexts.
5	Receivables Management	Students will be able to Study credit management policies, evaluate the financial impact of receivables, and implement strategies to optimize receivables turnover and minimize bad debts.
6	Cash Management	Students will be able to understand cash flow forecasting, learn cash budgeting techniques, analyze liquidity management, and apply best practices in managing a company's cash resources.

### 8. Course Outcomes (COs) and Mapping with POs / PSOs

#### Course Outcomes

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

COs	Description	Blooms Level
M23MBAFM305.1	Understand the financial strategic decision making process for company's financial framework.	L2
M23MBAFM305.2	Apply leverage and EPS concepts to assess corporate financial performance.	L3
M23MBAFM305.3	Analyze the complexities in managing the cost of funds within a company's capital structure.	L4
M23MBAFM305.4	Evaluate investment and dividend policy decisions to resolve financial problems effectively.	L5

**Mapping of COs POs and PSOs**

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
M23MBAFM305.1	3					2		3
M23MBAFM305.2		3					2	
M23MBAFM305.3		2	2	2		2		
M23MBAFM305.4			2	2	2		3	
M23MBAFM305	3	2.5	2	2	2	2	2.5	3

**9. Assessment Plan****Continuous Internal Assessment**

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	5	5			10
<b>Module 2</b>	5				5
<b>Module 3</b>		5	5		10
<b>Module 4</b>		5	5		10
<b>Module 5</b>			5		5
<b>Module 6</b>				10	10
<b>Total</b>	<b>10</b>	<b>15</b>	<b>15</b>	<b>10</b>	<b>50</b>

**SEE**

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	10	10			20
<b>Module 2</b>	10				10
<b>Module 3</b>		10	10		20
<b>Module 4</b>		10	10		20
<b>Module 5</b>			10		10
<b>Module 6</b>				20	20
<b>Total</b>	<b>20</b>	<b>30</b>	<b>30</b>	<b>20</b>	<b>100</b>

**Conditions for SEE Paper Setting****Semester End Examination**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer 5 full questions; selecting 4 full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number 8 is compulsory.
- 40 percent theory and 60 percent problems in SEE.

**10. Future with this Subject**

The "Advanced Financial Management" course in the third semester of the MBA program lays a strong foundation for several future courses. The contributions of this subject extend across various areas, enhancing the students' understanding and skills in the field of Advanced Financial Management. It undergoes significant transformation driven by technological advancements, evolving customer expectations, and regulatory changes. Here's an overview of the key trends and developments shaping the future:

- **Financial Planning and Analysis:** Explore techniques for long-term financial planning, including scenario analysis, forecasting models, and strategic budgeting. Emphasize the role of financial management in supporting business strategy and adapting to changing market conditions.
- **Corporate Valuation Methods:** Examine advanced valuation techniques such as Discounted Cash Flow (DCF) analysis, Real Options Valuation, and the use of market comparables. Discuss the impact of capital structure, risk factors, and market conditions on valuation.
- **Risk Management and Financial Derivatives:** Study advanced risk management strategies, including the use of financial derivatives (options, futures, swaps) to hedge against various types of financial risk. Analyze the implementation of these strategies in real-world scenarios and their impact on corporate financial health.
- **Mergers and Acquisitions (M&A):** Explore into the financial aspects of M&A, including valuation of targets, structuring deals, and assessing synergies. Cover due diligence processes, integration challenges, and the impact of M&A on shareholder value.
- **International Financial Management:** Discuss the complexities of managing finances in a global context, including currency risk management, cross-border investment strategies, and international financial reporting standards (IFRS). Explore the challenges and opportunities of operating in diverse financial environments.
- **Advanced Capital Budgeting Techniques:** Investigate sophisticated capital budgeting methods beyond traditional Net Present Value (NPV) and Internal Rate of Return (IRR). Explore techniques such as real options analysis, advanced sensitivity analysis, and the impact of strategic decision-making on investment projects.

<b>3<sup>rd</sup> Semester</b>	<b>Professional Elective Course (PE) Banking and Services Operations</b>	<b>M23MBAFM306</b>
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**1. Prerequisites**

S/L	Proficiency	Prerequisites
1	Basic Understanding	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> Familiarity with the concept of banking.</li> <li>• <b>Understanding:</b> The banking regulations, policy and framework with the financial institutions support in India.</li> </ul>
2	Comprehend Financial Tools	<ul style="list-style-type: none"> <li>• <b>Differentiation:</b> Ability to classify and differentiate between various financial tools for enhancing the return on investment.</li> <li>• <b>Skills:</b> Capability to compile and adopt the framework for identifying the better financial resources available in banking sector.</li> </ul>
3	Industry Relevant Skill Sets	<ul style="list-style-type: none"> <li>• <b>Understanding:</b> Recognition of business-relevant skill sets.</li> <li>• <b>Application:</b> Ability to apply business-relevant skills to real-world scenarios.</li> </ul>

**2. Competencies**

S/L	Competency	KSA Description
1	Introduction to Banking System	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Grasping the concepts of evolution of banking system in India.</li> <li>○ Applying theoretical knowledge of banking technology for the better returns.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Analyzing and interpreting the factors affecting banking and develop skills required for an investor.</li> <li>○ Applying the quantitative and qualitative measures of credit control for banker performance analysis.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the importance of the banking regulation act and follow the rules of RBI.</li> <li>○ Appreciation for recent trends of banking technology.</li> </ul> </li> </ul>
2	Commercial Banking	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the functionality and structure of commercial bank.</li> <li>○ Application of universal banking system.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Proficiency in analysis of bank financial statements.</li> <li>○ Applying the skills for comparing the bank ratios.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Openness to various service rendered in commercial banks.</li> <li>○ Appreciation for the operation in public sector, private sector and foreign banks in India.</li> </ul> </li> </ul>
3	Merchant Banking	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the nature and scope of merchant banking.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Acquaintance of issue management, pre and post issue management.</li> <li>○ Application of acquired skills for preparing prospectus.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Recognizing the functions of underwriting and issue pricing.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>○ Valuing the contribution of book building and fixed price issues.</li> </ul>
4	NBFC's and Micro Finance	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the provisions in regulatory framework in NBFC.</li> <li>○ Application of micro finance with respect to leasing and hire purchase.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Applying the skills to decide lease and hire purchase agreements.</li> <li>○ Adopt the provisions and forms hire purchase agreements.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the evaluation of leasing and hire purchase.</li> <li>○ Exposed towards the paradigm of NGO's and SHG's.</li> </ul> </li> </ul>
5	Credit Rating & Venture Capital	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the process of credit rating.</li> <li>○ Ability to create and incorporate the various credit rating agencies.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Developing the required documentations required for venture capital financing.</li> <li>○ Implementing the key skills to choose the right projects for better investment.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the role of venture capitalists &amp; private equity.</li> <li>○ Appreciation of having benefits &amp; performance of venture capital companies in India.</li> </ul> </li> </ul>
6	Securitization of Debt	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the procedure for the securitization of debt.</li> <li>○ Understanding the types of securitization of debt.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Implementing the ethical and social responsibility in clearing and settlement.</li> <li>○ Developing the required information for security depository system.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the strategic role in the benefits of depository system.</li> <li>○ Appreciation for having activities of NSDL and CDSL.</li> </ul> </li> </ul>

### 3. Syllabus

<b>Banking and Services Operations</b>			
<b>Course Code</b>	<b>M23MBAFM306</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P&amp;SDA)</b>	<b>3:2</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>50</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>04</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Objectives: This course will enable the students</b>			
<ul style="list-style-type: none"> <li>● To understand the Structure and functions of Banking System in India.</li> <li>● To learn the functions of various Non-Banking Financial Services in India.</li> <li>● To understand the Banking and Financial Services mechanism in Business organizations.</li> <li>● To ascertain the various investment opportunities in Banking and money market.</li> </ul>			
<b>Module 1: Banking System and Structure in India</b>			<b>(8 hours)</b>
Types of banks -Role of Reserve Bank and GOI as regulator of banking system, Banking sector reforms, Provisions of Banking Regulation Act, Quantitative and Qualitative Measures of Credit Control, Recent trends in Banking- Banking Technology, Neo banking, Payment banking, Fintech, Crypto currency & Bank			

Performance analysis. (Theory)	
<b>Module 2: Commercial Banking</b>	<b>(8 hours)</b>
Structure, Functions, Services rendered. Concept of Universal Banking, Analysis of Banks' Financial statements, Comparison of bank ratios of Public sector banks, Private sector & Foreign banks operating in India. (Theory)	
<b>Module 3: Merchant Banking</b>	<b>(8 hours)</b>
Categories, Services offered, Issue management – Pre and Post issue management, Issue pricing, Preparation of Prospectus, Underwriting, Private Placement & Book Building Vs. Fixed price issues. (Theory)	
<b>Module 4: NBFCs; Micro - Finance; Leasing &amp; Hire Purchase Banking</b>	<b>(10 hours)</b>
NBFCs: An Overview -Types of NBFCs in India- Growth, Functions and Regulatory framework. (Theory) Micro-finance: The paradigm-NGOs and SHGs, Challenges. -Future of Micro finance (Theory) Leasing & Hire Purchase: Nature of leasing, Types of leasing, Problems in Evaluation of Leasing. Nature and forms of Hire purchase agreements & Problems in Evaluation of Hire Purchase. (Theory and Problems)	
<b>Module 5: Credit Rating and Venture Capital</b>	<b>(8 hours)</b>
Credit Rating: Meaning, Process, Agencies and Symbol. Venture Capital: Concept, features, Stages. Private equity- Investment banking perspectives in private equity & Performance of Venture Capital Funded Companies In India. (Theory)	
<b>Module 6: Depository System, and Securitization of Debt</b>	<b>(8 hours)</b>
Depository System: Objectives of Depository System, Activities, NSDL& CDSL. Process of Clearing and Settlement. Securitization of Debt: Meaning, process & Types, Benefits. (Theory)	
<b>Suggested Learning Resources:</b>	
<b>Recommended Books</b>	
<ol style="list-style-type: none"> <li>1. Financial services by Khan M.Y, McGraw Hill Education, 6th Edition, 2011.</li> <li>2. Banking and Financial Services by Mukund Sharma, Himalaya Publishing House, 2015.</li> <li>3. Management of Banking and Financial services by Padmalatha Suresh &amp; Justin Paul, Pearson. 3rd Edition.</li> </ol>	
<b>Reference Books</b>	
<ol style="list-style-type: none"> <li>1. Financial Markets and Services by K. Natarajan, E. Gordan, Himalaya Publishing House, 2009.</li> <li>2. Merchant Banking and Financial Services by Madhu Vij, Swati Dhawan, McGraw Hill Education, 2nd Edition.</li> </ol>	
<b>Web Links and Video Lectures (e-Resources):</b>	
<ul style="list-style-type: none"> <li>• RBI</li> <li>• NSE India</li> <li>• BSE India</li> <li>• Investing.com</li> <li>• Moneycontrol.com</li> </ul>	
<b>Note: The afore said links and study material suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.</b>	
<b>Skill Development Activities Suggested</b>	
<ul style="list-style-type: none"> <li>• Analyze and compare the Performance of Public, private sector and foreign banks operating in India by Comparing the Bank ratios.</li> <li>• Issue management: Study the recent public issues.</li> <li>• Understand the Venture capital funding and start up challenges in India.</li> <li>• Visit any Microfinance institution or SHG understand the funding process.</li> </ul>	

## 4. Syllabus Timeline

S/L	Syllabus Timeline	Description
1	Week 1-2: Banking System and Structure in India	<ul style="list-style-type: none"> <li>Types of banks</li> <li>Role of Reserve Bank and GOI as regulator of banking system</li> <li>Banking sector reforms, Provisions of Banking Regulation Act</li> <li>Quantitative and Qualitative Measures of Credit Control</li> <li>Recent trends in Banking</li> <li>Banking Technology, Neo banking, Payment banking, Fintech, Crypto currency</li> <li>Bank Performance analysis</li> </ul>
2	Week 3-4: Commercial Banking	<ul style="list-style-type: none"> <li>Structure, Functions, Services rendered</li> <li>Concept of Universal Banking</li> <li>Analysis of Banks' Financial statements</li> <li>Comparison of bank ratios of Public sector banks, Private sector and Foreign banks operating in India</li> </ul>
3	Week 5-6: Merchant Banking	<ul style="list-style-type: none"> <li>Categories, Services offered</li> <li>Issue management – Pre and Post issue management</li> <li>Issue pricing</li> <li>Preparation of Prospectus</li> <li>Underwriting, Private Placement</li> <li>Book Building Vs. Fixed price issue</li> </ul>
4	Week 7-8: NBFCs; Micro-finance; Leasing & Hire Purchase Banking	<ul style="list-style-type: none"> <li>NBFCs: An Overview -Types of NBFCs in India</li> <li>Growth, Functions and Regulatory framework</li> <li>Micro-finance: The paradigm-NGOs and SHGs</li> <li>Challenges. -Future of Micro finance</li> <li>Leasing &amp; Hire Purchase: Nature of leasing, Types of leasing</li> <li>Problems in Evaluation of Leasing</li> <li>Nature and forms of Hire purchase agreements</li> <li>Problems in Evaluation of Hire Purchase</li> </ul>
5	Week 9-10: Credit Rating and Venture Capital	<ul style="list-style-type: none"> <li>Credit Rating: Meaning, Process, Agencies and Symbol</li> <li>Venture Capital: Concept, features, Stages</li> <li>Private equity- Investment banking perspectives in private equity</li> <li>Performance of Venture Capital Funded Companies In India</li> </ul>
6	Week 11-12: Depository System and Securitization of Debt	<ul style="list-style-type: none"> <li>Depository System: Objectives of Depository System</li> <li>Activities, NSDL&amp; CDSL</li> <li>Process of Clearing and Settlement</li> <li>Securitization of Debt: Meaning, process</li> <li>Types, Benefits</li> </ul>

## 5. Teaching Learning Process Strategies

S/L	TLP Strategies:	Description
1	Lecture Method	<ul style="list-style-type: none"> <li><b>Description:</b> <ul style="list-style-type: none"> <li>Involves the traditional format of a teacher delivering information to students.</li> <li>The instructor explains concepts, theories, and principles related to the course.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ The lecture method is effective for presenting foundational knowledge, theoretical concepts, and frameworks.</li> <li>○ It provides a structured way to convey information and ensures that all students receive the same content.</li> <li>○ Visual aids, multimedia, and interactive elements can enhance engagement during lectures.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for introducing new topics, theoretical foundations, and fundamental principles of banking.</li> </ul> </li> </ul>
2	Case Studies and Group Discussions	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves presenting real or hypothetical scenarios for analysis and discussion.</li> <li>○ Students collaboratively discuss, analyze, and propose solutions to case-based problems.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Encourages critical thinking, problem-solving, and application of theoretical knowledge to practical situations.</li> <li>○ Fosters active participation, communication skills, and the exchange of diverse perspectives among students.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing analytical skills, decision-making abilities, and understanding the practical implications of banking concepts.</li> </ul> </li> </ul>
3	Role Plays and Simulations	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Students enact specific roles in simulated scenarios that mirror real-world situations.</li> <li>○ Simulations replicate aspects of the bank environment to provide hands-on experience.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Enhances experiential learning by allowing students to apply theoretical concepts in simulated real-world contexts.</li> <li>○ Develops interpersonal and communication skills as students actively engage in different roles and scenarios.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing practical skills, interpersonal communication, and understanding the dynamics of banking.</li> </ul> </li> </ul>
4	Real World Applications and Industry Guest Lectures	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves integrating real-world examples, case studies, and experiences into the learning process.</li> <li>○ Industry professionals or experts are invited to deliver lectures or share insights with students.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing how concepts are applied in actual business settings.</li> <li>○ Provides students with valuable insights, industry perspectives, and networking opportunities.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Enhances students' understanding of the practical relevance of</li> </ul> </li> </ul>



		<p>banking.</p> <ul style="list-style-type: none"> <li>○ Fosters connections between academia and industry, exposing students to real-world challenges and solutions.</li> </ul>
5	Project Based Learning	<ul style="list-style-type: none"> <li>● <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves hands-on experience gained through projects.</li> <li>○ Industry professionals are invited to deliver project-based insights with students.</li> </ul> </li> <li>● <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing application of concepts in project work.</li> <li>○ Provides students with valuable insights, industry perspectives, and networking opportunities for fetching projects.</li> </ul> </li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Fosters connections between academia and industry, exposing students to project networking.</li> </ul> </li> </ul>
6	<p>Overall Integration: These teaching learning strategies can be integrated for a well-rounded and comprehensive learning experience.</p> <p>For example, a case study can be followed by a group discussion to encourage collaborative problem-solving, and a related role-play or simulation can provide a hands-on application of the concepts learned. Guest lecturers from industry professionals can further enrich the learning experience by providing real-world insights and practical examples related to the course content.</p>	
7	<p>Adaptability: Flexibility is key, and instructors may choose to adapt and combine these strategies based on the specific objectives of each module or lesson.</p> <p>Regular feedback and assessment can help gauge the effectiveness of these strategies and make adjustments as needed.</p>	

## 6. Assessment Details

### Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

#### Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

#### CIE Marks shall be based on:

- a) Tests (for 25 Marks) and
- b) Assignments, presentations, quiz, simulation, experimentation, mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

#### Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.

- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 80 percent theory and 20 percent problems in SEE.

### 7. Learning Objectives

S/L	Learning Objectives	Description
1	Understand the Banking System and Structure	Learn the fundamentals of banking system, quantitative and qualitative measures of credit control.
2	Analyze Commercial Banking Functions	Learn to analyze service rendered and comparison of bank ratios in public sector banks.
3	Categories of Merchant Banking	Develop skills in underwriting, issue management and preparation of prospectus.
4	Framework of NBFC's	Thorough hands-on NGO, SHG's, Leasing and Hire purchase.
5	Credit Rating Agencies	Students will become proficient in depository system and securitization of debt.
6	Performance of Venture Capital Funding Companies	Learn the stages of venture capital financing and process of clearing and settlement in CSDL and NSDL.

### 8. Course Outcomes (COs) and Mapping with POs / PSOs

#### Course Outcomes

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

COs	Description	Blooms Level
M23MBAFM306.1	Understand the fundamental concept of banking and services to enhance Banking operations.	L2
M23MBAFM306.2	Apply the principles of financial and non-financial institutions to adhere the responsibilities in financial systems.	L3
M23MBAFM306.3	Analyze the various financial services of banking and NBFC's for effective investment.	L4
M23MBAFM306.4	Evaluate investment plans on fixed & liquid assets to converge at a feasible business decision.	L5

#### Mapping of COs POs and PSOs

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
M23MBAFM306.1	2			2			2	
M23MBAFM306.2		2			2	2		
M23MBAFM306.3	2	3			2	2		2
M23MBAFM306.4	2		3	2	2		3	2

M23MBAFM306	2	2.5	3	2	2	2	2.5	2	
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### 9. Assessment Plan

#### Continuous Internal Assessment

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	10				<b>10</b>
<b>Module 2</b>		10			<b>10</b>
<b>Module 3</b>		6			<b>6</b>
<b>Module 4</b>			10		<b>10</b>
<b>Module 5</b>			7		<b>7</b>
<b>Module 6</b>				7	<b>7</b>
<b>Total</b>	<b>10</b>	<b>16</b>	<b>17</b>	<b>7</b>	<b>50</b>

#### SEE

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	20				<b>20</b>
<b>Module 2</b>		20			<b>20</b>
<b>Module 3</b>		12			<b>12</b>
<b>Module 4</b>			20		<b>20</b>
<b>Module 5</b>			14		<b>14</b>
<b>Module 6</b>				14	<b>14</b>
<b>Total</b>	<b>20</b>	<b>32</b>	<b>34</b>	<b>14</b>	<b>100</b>

#### Conditions for SEE Paper Setting

##### Semester End Examination

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer 5 full questions; selecting 4 full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number 8 is compulsory.
- 80 percent theory and 20 percent problems in SEE.

### 10. Future with this Subject

The "Banking & Services Operations" course in the third semester of the MBA program lays a strong foundation for several future courses. The contributions of this subject extend across various areas, enhancing the students' understanding and skills in the field of management. It undergoes significant transformation driven by technological advancements, evolving customer expectations, and regulatory changes. Here's an overview of the key trends and developments shaping the future:

- **Fraud Detection:** Enhanced AI-driven fraud detection systems will improve the security of financial transactions by identifying and mitigating suspicious activities in real-time.
- **Blockchain Technology:** Blockchain will enhance the transparency and efficiency of transactions, reduce costs associated with cross-border payments, and improve the security of data management.
- **Omnichannel Banking:** Banks will focus on creating seamless experiences across various channels, including mobile apps, websites, and physical branches, to meet customer expectations for convenience and accessibility.

- **Data Privacy and Security:** With increasing concerns about data privacy, banks will need to comply with stringent regulations like GDPR and CCPA, ensuring the protection of customer information and transparent data practices.
- **Open Banking:** The adoption of open banking regulations will encourage greater competition and innovation, allowing third-party providers to access banking data (with customer consent) to offer new financial services.
- **Incident Response:** Developing robust incident response strategies will be crucial for quickly addressing and mitigating the impact of cyber attacks.
- **ESG Criteria:** The incorporation of Environmental, Social, and Governance (ESG) criteria into lending and investment decisions will become more prevalent, influencing how banks assess and manage risk.
- **Process Automation:** Robotic Process Automation (RPA) will streamline back-office operations, reducing operational costs and increasing efficiency by automating repetitive tasks such as data entry and transaction processing.
- **Smart Contracts:** In conjunction with blockchain technology, smart contracts will automate and enforce contractual agreements, reducing the need for intermediaries and enhancing transaction efficiency.

<b>3<sup>rd</sup> Semester</b>	<b>Professional Elective Course (PE) Recruitment and Selection</b>	<b>M23MBAHR303</b>
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**1. Prerequisites**

S/L	Proficiency	Prerequisites
1	Basic Understanding	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> Familiarity with core HR concepts like recruitment, selection, job analysis, organizational behaviour, and awareness of legal and ethical considerations.</li> <li>• <b>Understanding:</b> Understanding of workforce planning, job design principles, and social media's role in employer branding.</li> </ul>
2	Problem Solving Methods	<ul style="list-style-type: none"> <li>• <b>Differentiation:</b> Ability to differentiate job analysis techniques, apply job evaluation methods, and analyze recruitment strategies and metrics.</li> <li>• <b>Skills:</b> Proficient in candidate evaluation, managing legal/ethical recruitment aspects, and designing motivational job specs for enhanced satisfaction.</li> </ul>
3	Industry Relevant Skill Sets	<ul style="list-style-type: none"> <li>• <b>Understanding:</b> Proficient in recruitment analytics, social media implications, and industry best practices.</li> <li>• <b>Application:</b> Proficiency in advanced interview techniques, candidate assessment methods, job analysis, design, and compensation strategies.</li> </ul>

**2. Competencies**

S/L	Competency	KSA Description
1	Job Analysis and Specifications	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Grasping the foundational concepts of job analysis, crafting detailed job descriptions, and designing roles that motivate employees.</li> <li>○ Understanding key methodologies like the Iceberg Model, functional and behavioural specifications, and the principles of employer branding.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Proficiently identifying job requirements, gathering relevant job data, and developing thorough job descriptions.</li> <li>○ Demonstrating expertise in designing jobs that not only meet organizational objectives but also enhance employee motivation and engagement.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Recognizing the significance of precise job analysis and design in driving successful recruitment and overall organizational performance.</li> <li>○ Valuing the influence of employer branding and the strategic use of social media in attracting and retaining top talent.</li> </ul> </li> </ul>
2	Job Evaluation Techniques	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding job evaluation processes, including compensable factors and various methods such as the rating/weighting evaluation approach.</li> <li>○ Awareness of the legal and ethical considerations involved in determining job value and structuring compensation.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Proficiency in evaluating job roles to determine fair compensation and accurately assess overall job value.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>○ Ability to utilize job evaluation data to establish and maintain equitable pay structures within the organization.</li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing fairness, transparency, and consistency in job evaluation and compensation practices.</li> <li>○ Recognizing the critical importance of adhering to legal and ethical standards in job evaluation and compensation decisions.</li> </ul> </li> </ul>
3	Recruitment Analytics	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding workforce planning concepts, recruitment metrics, and factors affecting recruitment.</li> <li>○ Familiarity with strategic issues in recruitment, legal and ethical considerations, and online salary surveys.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Ability to analyze recruitment data, develop strategies for effective hiring, and implement best practices.</li> <li>○ Competence in adapting recruitment strategies to the evolving work structure and workforce demographics.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing data-driven recruitment strategies and effective workforce planning as essential for organizational success.</li> <li>○ Appreciating the need for continual improvement and adaptation in recruitment practices.</li> </ul> </li> </ul>
4	Strategic Plans	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding various interview strategies, techniques, and the legal and ethical considerations that should guide the interview process.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Proficiency in conducting interviews, selecting suitable candidates, and employing effective interviewing techniques.</li> <li>○ Ability to effectively address and navigate legal and ethical issues that may arise during the interview process.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the importance of thorough and ethical selection practices to ensure fair and just hiring decisions.</li> <li>○ Recognizing the critical role a well-structured interview strategy plays in identifying and selecting the best candidates.</li> </ul> </li> </ul>
5	Testing Procedures	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding various testing methods for occupational selection, including personality assessments and skills tests.</li> <li>○ Familiarity with non-interviewing methods like graphology, leadership assessments, and the administration of tests.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Ability to implement and interpret various assessment tools to evaluate candidates' KSAs and job fit.</li> <li>○ Competence in using tests and assessments to make informed hiring decisions.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the role of diverse assessment methods in selecting well-suited candidates.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>○ Appreciating the importance of objective and comprehensive evaluation in the hiring process.</li> </ul>
6	Job Assessment & Industry Relevant Skills	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding comprehensive recruitment strategies, including background and reference checks, and the implications of social media in the hiring process.</li> <li>○ Familiarity with the transition process from job candidate to employee, including key aspects of induction and placement for seamless onboarding.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Proficiency in extending job offers, conducting thorough background checks, and effectively managing the transition of new hires into the organization.</li> <li>○ Ability to implement innovative recruitment strategies and efficiently handle pre-employment testing to ensure a strong candidate fit.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the smooth and effective integration of new hires into the organization, emphasizing the importance of meticulous pre-employment procedures.</li> <li>○ Recognizing the critical impact of effective recruitment and placement on long-term organizational success.</li> </ul> </li> </ul>

### 3. Syllabus

Recruitment and Selection			
<b>Course Code</b>	<b>M23MBAHR303</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P&amp;SDA)</b>	<b>3:2</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>50</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>04</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Objectives: This course will enable the students</b> <ul style="list-style-type: none"> <li>● The students will be able to recite theories and various steps involved in recruitment and selection.</li> <li>● The students will be able to apply and solve the work place problems through R&amp;S intervention.</li> <li>● The student will be able to classify and categories in differentiating between the best methods to be adopted by organization related to R&amp;S.</li> <li>● The students will be able to design and develop an original framework and framework in dealing with the problems in the organisations.</li> </ul>			
<b>Module 1: Job Analysis, Job Description and Job Design</b>			<b>(9 hours)</b>
Identify the Job to Examine; Collect Job-Related Data; Job Description; Ice Berg Model; Sources of Recruitment; Different steps of job search; Motivational Job Specification; Creation of Functional Specification; Creation of Behavioural Specification; Employer branding; Social Media; Job Design.			
<b>Module 2: Job Evaluation</b>			<b>(9 hours)</b>
The Job Evaluation Process; Examine Compensable Factors Using the Rating/Weighting Evaluation Method; Determine Overall Job Value; Hay Group - Pioneer in Job Evaluation; Determining Compensation using Job Evaluation Data; Legal and Ethical Considerations for Job Evaluation.			
<b>Module 3: Workforce Planning and Recruitment Analytics</b>			<b>(8 hours)</b>
Concept of Work, Organisation's Work and Jobs; Millennials at the work place; The Evolution of Work Structure; Strategic Issues in Recruitment; Overview of the Hiring Process; Recruitment Metrics; Factors Affecting Recruitment; Recruitment Strategy; Legal and Ethical Considerations; Organisational Best Practices, Online Salary Survey.			

<b>Module 4: Selection and Interview Strategy</b>	<b>(8 hours)</b>
Interview Strategy and Process; Strategies for recruiting and selecting; Interviewing Techniques; Legal and Ethical Considerations in the Interview Process & Application Tracking System (ATS).	
<b>Module 5: Testing and Assessment</b>	<b>(9 hours)</b>
Testing in Occupational Selection; Test related to Assessment of KSA, Personality Assessment, Various Non-Interviewing Methods; Graphology; Skills Assessment; Games and Group Activity for Leadership Assessment; Administration of Tests and Assessments; Key Interviewer Skills.	
<b>Module 6: Making the Hire; Assessment of Candidate and Job Fit</b>	<b>(7 hours)</b>
Unique Recruitment strategies; Biodata and Application Forms; Implications of Using Social Media Content in Hiring Decisions; Background Checks; Reference Checks; Pre-employment Testing; Makinga Job Offer; Transitioning from Job Candidate to Employee; Induction; Placement.	
<b>Suggested Learning Resources:</b>	
<b>Recommended Books</b>	
<ol style="list-style-type: none"> <li>1. How to Recruit, Incentives and Retain Millennials, Rohtak, Sage Publications, 2019.</li> <li>2. Recruitment and Selection – Strategies for Workforce Planning &amp; Assessment, Carrie A. Picardi, Sage Publication, 2019.</li> </ol>	
<b>Reference Books</b>	
<ol style="list-style-type: none"> <li>1. Human Resource Management, R.C. Sharma, Sage Publication, 2019.</li> <li>2. Human Resource Management, Amitabha Sengupta, Sage Publication, 2018.</li> </ol>	
<b>Web Links and Video Lectures (e-Resources):</b>	
<ul style="list-style-type: none"> <li>• <a href="https://www.pdfdrive.com/employee-recruitment-selection-and-assessment-e47851497.html">https://www.pdfdrive.com/employee-recruitment-selection-and-assessment-e47851497.html</a></li> <li>• <a href="https://asiajobsinc.com/ebook/1202894721.pdf">https://asiajobsinc.com/ebook/1202894721.pdf</a></li> <li>• <a href="https://core.ac.uk/download/pdf/29818879.pdf">https://core.ac.uk/download/pdf/29818879.pdf</a></li> <li>• <a href="https://www.youtube.com/watch?v=NcGtVXmefTQ">https://www.youtube.com/watch?v=NcGtVXmefTQ</a></li> <li>• <a href="https://www.youtube.com/watch?v=Z3lOca6YVSc">https://www.youtube.com/watch?v=Z3lOca6YVSc</a></li> <li>• <a href="https://www.youtube.com/watch?v=IeabqeaBTbY">https://www.youtube.com/watch?v=IeabqeaBTbY</a></li> </ul>	
<b>Note: The afore said links and study material suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.</b>	
<b>Skill Development Activities Suggested</b>	
<ul style="list-style-type: none"> <li>• Design and Job Advertisement and Calculate the Cost; Paper Print mode; Social Media formalities.</li> <li>• Meet a manager (which ever stream), interact and design and JD for that role.</li> <li>• Meet HR Manager/Officer, and ask Best 10 Interview Questions they ask during Candidate interaction.</li> <li>• Visit HR department, and take part on short listing / Scrutiny the CV.</li> </ul>	

#### 4. Syllabus Timeline

S/L	Syllabus Timeline	Description
1	Week 1-2: Job Analysis, Job Description and Job Design	<ul style="list-style-type: none"> <li>• Identify the Job to Examine</li> <li>• Collect Job-Related Data</li> <li>• Job Description; Ice Berg Model</li> <li>• Sources of Recruitment; Different steps of job search</li> <li>• Motivational Job Specification</li> <li>• Creation of Functional Specification</li> <li>• Creation of Behavioural Specification</li> <li>• Employer branding</li> </ul>



		<ul style="list-style-type: none"> <li>• Social Media; Job Design</li> </ul>
2	Week 3-4: Job Evaluation	<ul style="list-style-type: none"> <li>• The Job Evaluation Process</li> <li>• Examine Compensable Factors Using the Rating/Weighting Evaluation Method</li> <li>• Determine Overall Job Value</li> <li>• Hay Group - Pioneer in Job Evaluation</li> <li>• Determining Compensation using Job Evaluation Data</li> <li>• Legal and Ethical Considerations for Job Evaluation.</li> </ul>
3	Week 3-4: Workforce Planning and Recruitment Analytics	<ul style="list-style-type: none"> <li>• Concept of Work, Organisation's Work and Jobs</li> <li>• Millennials at the work place</li> <li>• The Evolution of Work Structure</li> <li>• Strategic Issues in Recruitment</li> <li>• Overview of the Hiring Process</li> <li>• Recruitment Metrics</li> <li>• Factors Affecting Recruitment</li> <li>• Recruitment Strategy</li> <li>• Legal and Ethical Considerations</li> <li>• Organisational Best Practices, Online Salary Survey</li> </ul>
4	Week 7-8: Selection and Interview Strategy	<ul style="list-style-type: none"> <li>• Interview Strategy and Process</li> <li>• Strategies for recruiting and selecting</li> <li>• Interviewing Techniques</li> <li>• Legal and Ethical Considerations in the Interview Process</li> <li>• Application Tracking System (ATS)</li> </ul>
5	Week 9-10: Interpersonal Relations and Personal Growth	<ul style="list-style-type: none"> <li>• Testing in Occupational Selection</li> <li>• Test related to Assessment of KSA, Personality Assessment, Various Non-Interviewing Methods</li> <li>• Graphology</li> <li>• Skills Assessment</li> <li>• Games and Group Activity for Leadership Assessment</li> <li>• Administration of Tests and Assessments</li> <li>• Key Interviewer Skills</li> </ul>
6	Week 11-12: Making the Hire; Assessment of Candidate and Job Fit	<ul style="list-style-type: none"> <li>• Unique Recruitment strategies</li> <li>• Biodata and Application Forms</li> <li>• Implications of Using Social Media Content in Hiring Decisions</li> <li>• Background Checks; Reference Checks</li> <li>• Pre-employment Testing</li> <li>• Making a Job Offer</li> <li>• Transitioning from Job Candidate to Employee</li> <li>• Induction; Placement</li> </ul>

### 5. Teaching Learning Process Strategies

S/L	TLP Strategies:	Description
1	Lecture Method	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Instructor delivers foundational content on recruitment, job analysis, and job design.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Effective for introducing key concepts like job evaluation processes,</li> </ul> </li> </ul>

		<p>recruitment metrics, and selection strategies.</p> <ul style="list-style-type: none"> <li>○ Provides a structured format to present theoretical knowledge supported by visual aids, case studies, and interactive elements.</li> <li>● <b>Applicability:</b></li> <li>○ Ideal for covering theoretical frameworks, industry standards, and introductory concepts in job analysis and recruitment</li> </ul>
2	Case Based Teaching and Class Room Discussions	<ul style="list-style-type: none"> <li>● <b>Description:</b></li> <li>○ Utilizes real or hypothetical scenarios related to job analysis, recruitment challenges, and selection processes for in-depth analysis and discussion.</li> <li>● <b>Elaboration:</b></li> <li>○ Encourages students to apply theoretical concepts to practical recruitment issues, analyze case studies, and discuss best practices.</li> <li>○ Fosters critical thinking, teamwork, and diverse perspective sharing on recruitment and selection strategies.</li> <li>● <b>Applicability:</b></li> <li>○ Suitable for exploring practical applications of job evaluation, recruitment analytics, and selection techniques.</li> </ul>
3	Role Plays, Videos and Simulations	<ul style="list-style-type: none"> <li>● <b>Description:</b></li> <li>○ Students engage in role-playing scenarios, watch videos, and participate in simulations that mirror real-world recruitment and selection situations.</li> <li>● <b>Elaboration:</b></li> <li>○ Enhances experiential learning by allowing students to practice interviewing, candidate assessment, and decision-making in simulated environments.</li> <li>○ Develops practical skills such as conducting effective interviews, evaluating job fit, and making hiring decisions.</li> <li>● <b>Applicability:</b></li> <li>○ Effective for practicing interview techniques, applying recruitment strategies, and understanding the dynamics of candidate assessment.</li> </ul>
4	Workshop from Practitioners and Guest Lectures	<ul style="list-style-type: none"> <li>● <b>Description:</b></li> <li>○ Incorporates insights from industry professionals and experts on recruitment and selection practices.</li> <li>● <b>Elaboration:</b></li> <li>○ Bridges the gap between theory and practice by providing real-world examples, industry perspectives, and practical advice on recruitment and job design.</li> <li>○ Offers networking opportunities and practical knowledge from experienced practitioners.</li> <li>○ <b>Applicability:</b></li> <li>○ Enhances understanding of current trends, legal considerations, and best practices in recruitment and selection.</li> </ul>
5	<p><b>Overall Integration:</b> Integrate various TLP strategies to provide a comprehensive learning experience. For instance, after covering job analysis through lectures, students can engage in case discussions to explore real-world applications and role-plays to practice recruitment techniques. Guest lectures can further enhance learning by sharing industry insights.</p>	
6	<p><b>Adaptability:</b> Adapt and combine strategies based on specific learning objectives and student needs. Regular feedback and reflection can help in assessing the effectiveness of TLP strategies and making</p>	

necessary adjustments.
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## 6. Assessment Details

### Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

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There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

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- Assignments, presentations, quiz, simulation, experimentation, mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

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- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer 5 full questions; selecting 4 full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number 8 is compulsory.

## 7. Learning Objectives

S/L	Learning Objectives	Description
1	Job Analysis and Design	Understand job analysis, description, and design, including data collection, motivational job specifications, and the role of employer branding and social media.
2	Job Evaluation	Develop proficiency in the job evaluation process, examining compensable factors, determining job value, and applying legal and ethical considerations in compensation.
3	Workforce Planning and Recruitment Analytics	Acquire skills in workforce planning, recruitment analytics, and strategy development, including understanding recruitment metrics, strategic issues, and organizational best practices.
4	Selection and Interview Strategy	Gain knowledge in developing effective interview strategies, selection processes, and interviewing techniques, while adhering to legal and ethical standards.
5	Testing and Assessment	Explore various testing and assessment methods; including KSA evaluations, personality assessments, and non-interviewing techniques, with an emphasis on key interviewer skills.
6	Making the Hire	Master the processes of candidate assessment, making job offers, and managing the

	transition from candidate to employee, including background checks and induction.
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### 8. Course Outcomes and Mapping with POs / PSOs

#### Course Outcomes

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

COs	Description	Blooms Level
M23MBAHR303.1	Understand the principles and practices of recruitment & selection for betterment of organization.	L2
M23MBAHR303.2	Apply effective recruitment process and procedure for hiring efficient personnel.	L3
M23MBAHR303.3	Analyze various tools and techniques of recruitment & selection in decision making.	L4
M23MBAHR303.4	Evaluate strategies in workforce planning, assessment and hiring management system for organizational effectiveness.	L5

#### Mapping of COs POs and PSOs

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
M23MBAHR303.1	2					2		2
M23MBAHR303.2	2	3	3			2		
M23MBAHR303.3				2			2	
M23MBAHR303.4				2	3		3	3
M23MBAHR303	2	3	3	2	3	2	2.5	2.5

### 9. Assessment Plan

#### Continuous Internal Assessment

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	5				5
<b>Module 2</b>	10				10
<b>Module 3</b>		10			10
<b>Module 4</b>		5	5		10
<b>Module 5</b>			5		5
<b>Module 6</b>				10	10
<b>Total</b>	<b>15</b>	<b>15</b>	<b>10</b>	<b>10</b>	<b>50</b>

#### SEE

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	10				10
<b>Module 2</b>	20				20
<b>Module 3</b>		20			20
<b>Module 4</b>		10	10		20
<b>Module 5</b>			10		10
<b>Module 6</b>				20	20
<b>Total</b>	<b>30</b>	<b>30</b>	<b>20</b>	<b>20</b>	<b>100</b>

#### Conditions for SEE Paper Setting

##### Semester End Examination

Questions are to be asked covering all COs. Question paper shall cover entire syllabus and shall consist of Part A and Part B as under.

- **Part A shall consist of seven questions; each question (20 Marks) is subdivided into a, b, c covering all the topics of respective module.**
- **Part B shall be compulsory question on case study / practical problem for 20 Marks. (The question may contain a maximum of 4 sub division).**

### 10. Future with this Subject

The "Recruitment and Selection" course in the MBA program lays a critical foundation for future studies and professional roles in human resource management, organizational development, and related fields. The knowledge and skills acquired in this course have wide-ranging applications and serve as a cornerstone for several advanced topics and professional practices. Here are some notable contributions:

- **Advanced Human Resource Management Courses:** The insights gained from modules like Job Analysis, Job Description, Job Design, and Job Evaluation are essential prerequisites for more advanced courses in human resource management, such as strategic HRM, talent management, and organizational development. These foundational skills are critical for understanding and implementing HR strategies.
- **Strategic Recruitment and Talent Acquisition:** The course's focus on Workforce Planning, Recruitment Analytics, and Recruitment Strategy equips students with the knowledge needed to manage and optimize recruitment processes. This foundation supports further learning in strategic talent acquisition, workforce planning, and HR analytics.
- **Interviewing and Selection Techniques:** The detailed exploration of selection and interview strategies, including various interviewing techniques, legal and ethical considerations, and the use of assessments, prepares students for more specialized studies in executive recruitment, behavioral interviewing, and assessment center methods.
- **Organizational Behavior and Employee Fit:** Understanding the dynamics of making the right hire, including assessing candidate-job fit and the implications of using social media in hiring, contributes to courses that delve deeper into organizational behavior, employee engagement, and cultural alignment within companies.
- **Legal and Ethical Considerations in HR:** The legal and ethical aspects covered across modules like Job Evaluation, Interview Strategy, and Testing and Assessment form a strong foundation for advanced courses in employment law, corporate governance, and ethical leadership, ensuring that students are well-versed in the compliance and ethical standards of HR practices.
- **Leadership Development and Succession Planning:** Skills gained in modules focusing on leadership assessment through games and group activities, as well as key interviewer skills, are directly applicable to leadership development programs and succession planning courses, preparing students for roles that require identifying and nurturing leadership talent.
- **HR Analytics and Data-Driven Decision Making:** The course's emphasis on Recruitment Analytics and the use of metrics in the hiring process sets the stage for more advanced studies in HR analytics, data-driven decision-making, and the application of big data in human resources.
- **Entrepreneurship and Start-Up HR Practices:** For students interested in entrepreneurship, understanding job design, strategic recruitment, and the nuances of hiring in start-ups provides essential knowledge for managing HR functions in a growing business.
- **Consulting and Advisory Roles:** The practical skills in job evaluation, recruitment strategies, and selection processes prepare students for roles in HR consulting, where they can offer expertise in optimizing recruitment and selection practices for various organizations.
- **Industry Applications and Career Readiness:** The course provides practical and applicable skills that are directly relevant to careers in human resources, recruitment, and talent management across various industries, ensuring that graduates are well-prepared to contribute effectively to organizational success.

<b>3<sup>rd</sup> Semester</b>	<b>Professional Elective Course (PE) Industrial Relations and Legislations</b>	<b>M23MBAHR304</b>
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**1. Prerequisites**

S/L	Proficiency	Prerequisites
1	Basic Understanding	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> Familiarity with the basic theories and models of industrial relations.</li> <li>• <b>Understanding:</b> Labour laws.</li> </ul>
2	Problem Solving Methods	<ul style="list-style-type: none"> <li>• <b>Differentiation:</b> Ability to classify and differentiate various industrial relations concepts for problem-solving.</li> <li>• <b>Skills:</b> Capability to compile industrial relations &amp; labour laws for solving problems in the workplace.</li> </ul>
3	Industry Relevant Skill Sets	<ul style="list-style-type: none"> <li>• <b>Understanding:</b> Recognition of industry-relevant IR skill sets.</li> <li>• <b>Application:</b> Ability to apply industry-relevant IR &amp; legislations skills to real-world scenarios.</li> </ul>

**2. Competencies**

S/L	Competency	KSA Description
1	Understanding of IR	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Grasping theories and models of IR.</li> <li>○ Applying IR approaches to practical organizational scenarios.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Analyzing and interpreting IR types in diverse settings.</li> <li>○ Applying effectiveness of IR trends to real-world management challenges.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the importance of fundamentals of IR culture in effective employer &amp; employee relations.</li> <li>○ Appreciation for the role of effective IR &amp; ILO in achieving organizational goals.</li> </ul> </li> </ul>
2	Functions of CB & ID	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the importance of CB.</li> <li>○ Ability to create and implement negotiation for efficient &amp; effective organizational success.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Developing effective CB &amp; negotiation roles.</li> <li>○ Implementing functions of negotiations to ensure organizational effectiveness.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the strategic role of ID in achieving organizational objectives.</li> <li>○ Appreciation for the iterative nature of ID settlement in dynamic environments.</li> </ul> </li> </ul>
3	Problem Solving: Grievance & Discipline	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Grasping techniques and strategies of grievance &amp; discipline management for problem solving.</li> <li>○ Applying grievance &amp; discipline management tactics to practical organizational scenarios for better IR decisions.</li> </ul> </li> <li>• <b>Skills:</b></li> </ul>

		<ul style="list-style-type: none"> <li>○ Proficiency in problem-solving methods for effective management.</li> <li>○ Applying problem-solving frameworks critical workplace situations.</li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Openness to various problem-solving approaches for overall productivity.</li> <li>○ Appreciation for the importance of discipline procedures for effective problem resolution for given organizational set up.</li> </ul> </li> </ul>
4	Leadership Understanding: Trade Union & WPM	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the concept of trade union &amp; WPM.</li> <li>○ Application of WPM to managerial problems &amp; organizational settings.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Applying WPM principles in different IR &amp; ID contexts.</li> <li>○ Demonstrating effective trade union &amp; WPM in practical scenarios.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the role of trade union.</li> <li>○ Openness to different WPM styles and approaches for overall effectiveness.</li> </ul> </li> </ul>
5	Labour Laws Skills	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Grasping legislation skill sets.</li> <li>○ Ability to apply labour laws to IR scenarios.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Acquisition of labour laws skills.</li> <li>○ Application of acquired legislation skills to enhance IR effectiveness.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Recognizing the ongoing need for evolving legislation skills in a dynamic industry.</li> <li>○ Valuing the contribution of labour laws to organizational success.</li> </ul> </li> </ul>

### 3. Syllabus

<b>Industrial Relations and Legislations</b>			
<b>Course Code</b>	<b>M23MBAHR304</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P&amp;SDA)</b>	<b>3:2</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>50</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>04</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Learning Objectives: This course will enable the students</b>			
<ul style="list-style-type: none"> <li>● To describe and identify the application of Labour Laws regulating Industrial Relations in Organisation.</li> <li>● To describe and explain in her/his own words, the relevance and importance of Labour Laws and Industrial Relations in Organisation.</li> <li>● To apply and solve the workplace problems through Labour Laws.</li> <li>● To create and reconstruct Industrial Relations System to be adopted in the Organisation.</li> </ul>			
<b>Module 1: Industrial Relations</b>			<b>(8 hours)</b>
Meaning & Definitions, Objectives, Types, Participants of IR, Approaches, Models, Recent Trends and Managing IR Changes & ILO			
<b>Module 2: Collective Bargaining and Industrial Dispute</b>			<b>(9 hours)</b>
<b>Collective Bargaining:</b> Meaning & Definitions, Functions, Importance, Forms of CB, Process, Negotiation & Form of Negotiation.			

<b>Industrial Dispute:</b> Meaning & Definitions, Forms of ID & Settlement of ID.	
<b>Module 3: Grievance and Discipline Management</b>	<b>(6 hours)</b>
<b>Grievance:</b> Meaning & Definition, Need, Types & Grievance Redressal Procedures in India.	
<b>Discipline:</b> Meaning & Definition, Causes of Indiscipline & Disciplinary Procedure.	
<b>Module 4: Trade Union and Workers Participation in Management</b>	<b>(9 hours)</b>
<b>Trade Union:</b> Meaning & Definition, Importance, Registration Procedure, Problems of Trade Union & Overcoming Problems.	
<b>Workers Participation in Management:</b> Meaning & Definitions, Importance & Forms of WPM.	
<b>Module 5: Labour Laws I</b>	<b>(9 hours)</b>
Factory Act 1948, Contract Labour Act (Regulation and Abolition) Act 1970, The Payment of Wages Act 1936, The Minimum Wages Act 1948 & Standing Order Act 1946.	
<b>Module 6: Labour Laws II</b>	<b>(9 hours)</b>
Trade Union Act 1926, Employee State Insurance Act 1948, Employee Compensation Act 1923, Maternity Benefit Act 1961, Employee Provident Fund and Miscellaneous Provisions Act 1952, Gratuity Act 1972 & Bonus Act 1965.	
<b>Suggested Learning Resources:</b>	
<b>Recommended Books</b>	
1. Industrial relation, S. Venkata Ratam and Manoranjan Dhal, Oxford Publication, 2017 (2 <sup>nd</sup> edition).	
2. Shyam B R, Dr. N K Ramachandra Gowda & Dr. Y T Krishnegowda. (2018, 2019). Fundamentals of Industrial Relations. New Age International (P) Limited Publishers, New Delhi.	
<b>Reference Books</b>	
1. Essentials of HRM and Industrial Relation, Rao, P Subba, Himalaya Publishing House, 2013 (5 <sup>th</sup> edition).	
2. Industrial Relations and Labour Laws-Emerging Paradigms, B.D.Singh, Excel Book, 2008.	
<b>Web Links and Video Lectures (e-Resources):</b>	
<ul style="list-style-type: none"> <li>• <a href="https://www.youtube.com/watch?v=P29Cp35JqGA">https://www.youtube.com/watch?v=P29Cp35JqGA</a></li> <li>• <a href="http://www.digimat.in/nptel/courses/video/110105069/L22.html">http://www.digimat.in/nptel/courses/video/110105069/L22.html</a></li> <li>• <a href="https://www.buytestseries.com/OnlineCourses/Industrial-Relations-MBA-Video-Lecture-Online">https://www.buytestseries.com/OnlineCourses/Industrial-Relations-MBA-Video-Lecture-Online</a></li> <li>• <a href="http://www.nitttrc.edu.in/nptel/courses/video/110105069/L22.html">http://www.nitttrc.edu.in/nptel/courses/video/110105069/L22.html</a></li> <li>• <a href="https://www.icsi.edu/media/webmodules/publications/7.%20Industrial,%20Labour%20and%20General%20Laws.pdf">https://www.icsi.edu/media/webmodules/publications/7.%20Industrial,%20Labour%20and%20General%20Laws.pdf</a></li> <li>• <a href="https://odl.ptu.ac.in/SLM/mba/4th/BOOK%20MBA%20968.pdf">https://odl.ptu.ac.in/SLM/mba/4th/BOOK%20MBA%20968.pdf</a></li> <li>• <a href="https://www.scribd.com/document/435959602/Industrial-Relations-and-Labour-Laws-6th-S-C-Srivastava-1-pdf">https://www.scribd.com/document/435959602/Industrial-Relations-and-Labour-Laws-6th-S-C-Srivastava-1-pdf</a></li> <li>• <a href="http://www.gopalancolleges.com/gcem/course-material/mba/hr-subjects/industrial-regulations-legislation-14MBAHR301.pdf">http://www.gopalancolleges.com/gcem/course-material/mba/hr-subjects/industrial-regulations-legislation-14MBAHR301.pdf</a></li> </ul>	
<b>Note: The afore said links and study material suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.</b>	
<b>Skill Development Activities Suggested</b>	
<ul style="list-style-type: none"> <li>• Visit any factory and understand their grievance redressal procedure.</li> <li>• 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.</li> <li>• 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.</li> <li>• Visit any organisation and discuss the applicability of laws at the workplace.</li> <li>• Workshop on payroll, compensation, legal &amp; recruitment.</li> </ul>	



## 4. Syllabus Timeline

S/L	Syllabus Timeline	Description
1	Week 1-2: Introduction to IR	<ul style="list-style-type: none"> <li>• Meaning &amp; Definitions &amp; Objectives</li> <li>• Types &amp; Participants of IR</li> <li>• Approaches &amp; Models</li> <li>• Recent Trends &amp; Managing IR Changes</li> <li>• ILO</li> </ul>
2	Week 3-4: CB & ID	<ul style="list-style-type: none"> <li>• <b>Collective Bargaining:</b> Meaning &amp; Definitions &amp; Functions</li> <li>• Importance &amp; Forms of CB</li> <li>• Process</li> <li>• Negotiation &amp; Form of Negotiation</li> <li>• <b>Industrial Dispute:</b> Meaning &amp; Definitions</li> <li>• Forms of ID</li> <li>• Settlement of ID</li> </ul>
3	Week 5-6: Grievance & Discipline Management	<ul style="list-style-type: none"> <li>• <b>Grievance:</b> Meaning &amp; Definition, Need, &amp; Types</li> <li>• Grievance Redressal Procedures in India</li> <li>• <b>Discipline:</b> Meaning &amp; Definition, Causes of Indiscipline</li> <li>• Disciplinary Procedure</li> </ul>
4	Week 7-8: Trade Union & WPM	<ul style="list-style-type: none"> <li>• <b>Trade Union:</b> Meaning &amp; Definition &amp; Importance</li> <li>• Registration Procedure</li> <li>• Problems of Trade Union &amp; Overcoming Problems</li> <li>• <b>Workers Participation in Management:</b> Meaning &amp; Definitions &amp; Importance</li> <li>• Forms of WPM</li> </ul>
5	Week 9-10: Labour Law I	<ul style="list-style-type: none"> <li>• Factory Act 1948, Contract Labour Act (Regulation and Abolition) Act 1970, The Payment of Wages Act 1936, The Minimum Wages Act 1948 &amp; Standing Order Act 1946</li> </ul>
6	Week 11-12: Labour Law II	<ul style="list-style-type: none"> <li>• Trade Union Act 1926, Employee State Insurance Act 1948, Employee Compensation Act 1923, Maternity Benefit Act 1961, Employee Provident Fund and Miscellaneous Provisions Act 1952, Gratuity Act 1972 &amp; Bonus Act 1965</li> </ul>

## 5. Teaching Learning Process Strategies

S/L	TLP Strategies:	Description
1	Lecture Method	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves the traditional format of a teacher delivering information to students.</li> <li>○ The instructor explains concepts, theories, and principles related to the course.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ The lecture method is effective for presenting foundational knowledge, theoretical concepts, and frameworks.</li> <li>○ It provides a structured way to convey information and ensures that all students receive the same content.</li> <li>○ Visual aids, multimedia, and interactive elements can enhance engagement during lectures.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for introducing new topics, theoretical foundations, and fundamental IR and legislations.</li> </ul> </li> </ul>
2	Case Based Teaching and Class Room Discussions	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves presenting real or hypothetical scenarios for analysis and discussion.</li> <li>○ Students collaboratively discuss, analyze, and propose solutions to case-based problems.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Encourages critical thinking, problem-solving, and application of theoretical knowledge to practical situations.</li> <li>○ Fosters active participation, communication skills, and the exchange of diverse perspectives among students.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing analytical skills, decision-making abilities, and understanding the practical implications of IR &amp; labour laws.</li> </ul> </li> </ul>
3	Role Plays, Videos and Simulations	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Students enact specific roles in simulated scenarios that mirror real-world situations.</li> <li>○ Simulations replicate aspects of the business environment to provide hands-on experience.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Enhances experiential learning by allowing students to apply theoretical concepts in simulated real-world contexts.</li> <li>○ Develops interpersonal and communication skills as students actively engage in different roles and scenarios.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing practical skills, interpersonal communication, and understanding the dynamics of IRL.</li> </ul> </li> </ul>
4	Workshop from Practitioners and Guest Lectures	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves integrating real-world examples, case studies, and experiences into the learning process.</li> <li>○ Industry professionals or experts are invited to deliver lectures or share insights with students.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing how concepts are applied in actual business settings.</li> <li>○ Provides students with valuable insights, industry perspectives, and networking opportunities.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Enhances students' understanding of the practical relevance of IRL concepts.</li> <li>○ Fosters connections between academia and industry, exposing students to real-world challenges and solutions.</li> </ul> </li> </ul>
5	<p>Overall Integration: These teaching-learning strategies can be integrated for a well-rounded and comprehensive learning experience.</p> <p>For example, a case study can be followed by a group discussion to encourage collaborative problem-solving, and a related role-play or simulation can provide a hands-on application of the concepts learned.</p>	

	Guest lecturers from industry professionals can further enrich the learning experience by providing real-world insights and practical examples related to the course content.
6	Adaptability: Flexibility is key and instructors may choose to adapt and combine these strategies based on the specific objectives of each module or lesson. Regular feedback and assessment can help gauge the effectiveness of these strategies and make adjustments as needed.

## 6. Assessment Details

### Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

### Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

### CIE Marks shall be based on:

- Tests (for 25 Marks) and
- Assignments, presentations, quiz, simulation, experimentation, mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

### Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer 5 full questions; selecting 4 full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number 8 is compulsory.

## 7. Learning Objectives

S/L	Learning Objectives	Description
1	Understanding of IR	Students will comprehend various theories, approaches & models related to IR, understanding participants of IR & their historical context and evolution, recent trends and managing IR changes & ILO.
2	Functions of CB & ID	Develop proficiency in CB & ID methods of problem-solving, and apply adept frameworks for addressing workplace challenges.
3	Problem Solving Skills: Grievance & Discipline Management	Develop proficiency in grievance & discipline management methods of problem-solving, and apply adept frameworks for addressing workplace challenges.
4	Leadership	Gain knowledge and skills related to trade union & WPM including the nature,

	Understanding: Trade Union & WPM	registration, problems & forms of WPM in various contexts.
5	Labour Laws Skills	Acquire and apply legislations in organizational settings for better IR.

### 8. Course Outcomes and Mapping with POs / PSOs

#### Course Outcomes

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

COs	Description	Blooms Level
M23MBAHR304.1	Understand IR concepts and practices for harmonious relations.	L2
M23MBAHR304.2	Apply employee-management relations for resolving human resource issues.	L3
M23MBAHR304.3	Analyze labour laws for harmonious industrial relations.	L4
M23MBAHR304.4	Develop labour laws to resolve workplace problems.	L5

#### Mapping of COs POs and PSOs

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
M23MBAHR304.1	3					3		
M23MBAHR304.2		3	2				2	2
M23MBAHR304.3				2		3		
M23MBAHR304.4		3		2	3		2	2
M23MBAHR304	3	3	2	2	3	3	2	2

### 9. Assessment Plan

#### Continuous Internal Assessment

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	5	2.5			<b>7.5</b>
<b>Module 2</b>	2.5	5			<b>7.5</b>
<b>Module 3</b>	2.5	5			<b>7.5</b>
<b>Module 4</b>	2.5	5			<b>7.5</b>
<b>Module 5</b>			5	5	<b>10</b>
<b>Module 6</b>			5	5	<b>10</b>
<b>Total</b>	<b>12.5</b>	<b>17.5</b>	<b>10</b>	<b>10</b>	<b>50</b>

#### SEE

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	10	5			<b>15</b>
<b>Module 2</b>	5	10			<b>15</b>
<b>Module 3</b>	5	10			<b>15</b>
<b>Module 4</b>	5	10			<b>15</b>
<b>Module 5</b>			10	10	<b>20</b>
<b>Module 6</b>			10	10	<b>20</b>
<b>Total</b>	<b>25</b>	<b>35</b>	<b>20</b>	<b>20</b>	<b>100</b>

#### Conditions for SEE Paper Setting

#### Semester End Examination

Questions are to be asked covering all COs. Question paper shall cover entire syllabus and shall consist of Part A and Part B as under.

- **Part A shall consist of seven questions; each question (20 Marks) is subdivided into a, b, c covering all the topics of respective module.**
- **Part B shall be compulsory question on case study / practical problem for 20 Marks. (The question may contain a maximum of 4 sub division).**

### 10. Future with this Subject

The "Industrial Relations and Legislations" course in the third semester of the MBA program lays a strong foundation for several future courses in the graduate program. The contributions of this subject extend across various areas, enhancing the students' understanding and skills in the field of Industrial Relations and Legislations. Here are some notable contributions:

- **Advanced Management Courses:** The knowledge gained in this course, covering IR & labour laws serves as a prerequisite for more advanced courses in CB, Legislations etc.,\*
- **Leadership and Decision-Making:** Understanding various IR and legislations prepares students for courses focusing on leadership development, effective decision-making, and IR management.\*
- **Industrial Psychology and Culture:** The insights gained in IR & labour laws contribute to courses that delve deeper into industrial psychology, employer employee relations, and legislations within organizations.\*
- **Human Resource Management:** The course provides a foundational understanding of employer employee relationship collective bargaining, WPM, which are crucial for students pursuing courses in IRL.\*
- **Entrepreneurship and Small Business Management:** For students interested in entrepreneurship, the IRL offer a foundational understanding of employer employee relations & legislations for launching and managing a successful venture.\*
- **Management Consulting and Advisory Services:** Graduates with a strong foundation in IR & labour laws are well-equipped for roles in management consulting, where they can provide valuable insights and solutions to improve industrial effectiveness.\*
- **Global Business and Cross-Cultural Management:** Understanding IR & labour laws prepares students for courses that explore global business environments and cross-cultural management, providing a broader perspective for working in diverse settings.\*
- **Ethical Leadership and Corporate Governance:** The course introduces students to ethical issues in IR & labour laws, laying the groundwork for courses that focus on ethical leadership, corporate governance, and responsible business practices.\*
- **Research and Consultancy Projects:** The hands-on experience gained through case studies, projects, and practical applications in the course prepares students for undertaking research projects and consultancy assignments in the field of IRL.\*
- **Industry Applications:** The course provides practical skills that are directly applicable in industries related to IR management, human resources, and organizational development. Graduates are well-prepared to contribute to industries aiming for effective and ethical management practices.\*

<b>3<sup>rd</sup> Semester</b>	<b>Professional Elective Course (PE) Organizational Change and Development</b>	<b>M23MBAHR305</b>
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**1. Prerequisites**

S/L	Proficiency	Prerequisites
1	Basic Understanding	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> Familiarity with fundamental concepts of organizational behavior, including structure, culture, and dynamics.</li> <li>• <b>Understanding:</b> Basic understanding of management principles related to leadership, communication, and decision-making</li> </ul>
2	Problem Solving	<ul style="list-style-type: none"> <li>• <b>Differentiation:</b> Ability to identify and differentiate between various organizational challenges and the appropriate change management strategies.</li> <li>• <b>Skills:</b> Competence in developing and implementing strategies to manage organizational change, including anticipating and mitigating resistance.</li> </ul>
3	Industry Relevant Skill Sets	<ul style="list-style-type: none"> <li>• <b>Understanding:</b> Awareness of the latest trends and practices in organizational development and change management.</li> <li>• <b>Application:</b> Ability to apply organizational change theories to real-world scenarios, ensuring effective and sustainable change within an organization.</li> </ul>

**2. Competencies**

S/L	Competency	KSA Description
1	Changing Organizations	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding key organizational change concepts and models.</li> <li>○ Familiarity with drivers of organizational change.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Assessing the need for change and selecting effective strategies.</li> <li>○ Managing the change process, including communication and resistance.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing flexibility and adaptability during change.</li> <li>○ Embracing change as an opportunity for growth and innovation.</li> </ul> </li> </ul>
2	Building and Energizing the Need for Change	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the importance of creating urgency for organizational change.</li> <li>○ Familiarity with techniques to communicate the need for change effectively.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Identifying and articulating the case for change to stakeholders.</li> <li>○ Motivating and engaging employees to support the change process.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the role of leadership in driving change.</li> <li>○ Cultivating a positive outlook on the benefits of change.</li> </ul> </li> </ul>
3	Designing Effective Control Systems	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the key principles of designing control systems within an organization.</li> <li>○ Familiarity with various types of control mechanisms, such as financial controls, performance metrics, and feedback loops.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Developing and implementing control systems that align with</li> </ul> </li> </ul>

		<p>organizational goals.</p> <ul style="list-style-type: none"> <li>○ Analyzing the effectiveness of control systems and making necessary adjustments.</li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the importance of accountability and transparency in organizational control.</li> <li>○ Promoting a culture of continuous improvement through effective control measures.</li> </ul> </li> </ul>
4	Models of Change	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding various models of organizational change.</li> <li>○ Familiarity with the strengths and limitations of different change models.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Applying appropriate change models to different organizational contexts.</li> <li>○ Evaluating the effectiveness of change models in achieving desired outcomes.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the structured approach that change models provide in managing organizational transitions.</li> <li>○ Being open to adapting and integrating different models to suit specific organizational needs.</li> </ul> </li> </ul>
5	Organization Development	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the principles and processes of organization development (OD).</li> <li>○ Familiarity with OD interventions and strategies for improving organizational effectiveness.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Designing and implementing OD interventions to foster organizational growth and change.</li> <li>○ Assessing the impact of OD efforts and making data-driven adjustments.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the role of continuous improvement in organizational development.</li> <li>○ Embracing collaboration and employee involvement in the OD process.</li> </ul> </li> </ul>
	OD Practitioner and Consulting Process	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the roles and responsibilities of an OD practitioner.</li> <li>○ Familiarity with the consulting process, including phases like entry, diagnosis, intervention, and evaluation.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Applying consulting techniques to diagnose organizational issues and design effective interventions.</li> <li>○ Building strong client relationships and facilitating successful change initiatives.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing ethical practices and professionalism in the consulting</li> </ul> </li> </ul>

		<p>process.</p> <ul style="list-style-type: none"> <li>○ Being committed to fostering trust and collaboration with clients throughout the OD process.</li> </ul>
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### 3. Syllabus

<b>Organizational Change and Development</b>			
<b>Course Code</b>	<b>M23MBAHR305</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P&amp;SDA)</b>	<b>3:2</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>50</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>04</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Objectives: This course will enable the students</b>			
<ul style="list-style-type: none"> <li>● The student will be able to describe and identify the application of various OC/D frame work.</li> <li>● The student will be able to apply and improve the workplace effectiveness through various OC/D Intervention.</li> <li>● The student will be able to create and reconstruct OC/D intervention and process required to manage the Organisation.</li> <li>● The student will be able to appraise and judge the practical applicability of various OC/D intervention, process and practice to be followed in the Organisation.</li> </ul>			
<b>Module 1: Changing Organization</b>			<b>(7 hours)</b>
Definition, Nature, Roots, Types, Roles & Environmental Forces of Organisation Change. Driving Change Today, The Implications of Worldwide Trends for Change Management, Planned Changes and Intended Results, Change Initiators, Implementers, Facilitators & Recipients. The Requirements for Becoming a Successful Change Leader, Application of Lewin's Model of Change & OD Practitioners.			
<b>Module 2: Building and Energizing the Need for Change</b>			<b>(9 hours)</b>
Organisations as Systems, Levels and Characteristics of Organisational Change, The Organisations' Readiness for Change, Need for Change & its Factors, Vision for Change, Difference Between an Organisational Vision & a Change Vision			
<b>Module 3: Designing Effective Control Systems</b>			<b>(9 hours)</b>
Control Processes for Change, Selecting and Deploying Measures, Measures for Effective control system, Ensure Accurate Data, Control Systems and Change Management, Early Stages of the Change Project, Measurement Tools, Strategy Maps, Balanced Scorecard, Risk Exposure Calculator, Data Gathering, Diagnosis & Feedback.			
<b>Module 4: Models of Change</b>			<b>(9 hours)</b>
Kurt Lewin's Three-step Model, Six-box Model of Marvin Weisbord, Action Research Model, The Burke – Litwin Causal Model, Organizational Intelligence Model. Comparison and Critical Analysis of Change Models, Key Principles in Communicating for Change, Transition Management. Ensuring Alignment in Action Planning & its Tools.			
<b>Module 5: Organization Development</b>			<b>(9 hours)</b>
Concept of OD, History, Activities, Values, Beliefs & Assumptions, Changes, Core Values, Values statement and Ethical Issues of OD, OD in India, Laboratory Training and T-Groups Action Research and Survey Feedback, Employee Involvement, Organisational Culture, Reengineering Organisational Learning, Organisational Effectiveness & Employee Engagement.			
<b>Module 6: OD Practitioner and Consulting Process</b>			<b>(7 hours)</b>
Changing Workforce Demographics, Changing Nature of Work, The Consulting Relationship, Types, Model, Process. OD Intervention. Merger and Acquisition, Organisational Health & OD Association in India.			
<b>Suggested Learning Resources:</b>			
<b>Recommended Books</b>			



<ol style="list-style-type: none"> <li>1. Change Management and Organisational Development Ratan Raina SAGE Texts 2018.</li> <li>2. Organisational Change- An Action Oriented Toolkit Gene Deszca, Cynthia Ingols, Tupper.</li> </ol> <p><b>Reference Books</b></p> <ol style="list-style-type: none"> <li>1. Organisation Development Donald L. Anderson SAGE South Asia 2013.</li> <li>2. Organisation Development and Organisational Change Donald L. Anderson and Tupper F. Cawsey SAGE Publications 1/e, 2014.</li> </ol>
<p><b>Web Links and Video Lectures (e-Resources):</b></p> <ul style="list-style-type: none"> <li>• <a href="https://www.researchgate.net/publication/353915158_ORGANIZATIONAL_CHANGE_AND_DEVELOPMENT">https://www.researchgate.net/publication/353915158_ORGANIZATIONAL_CHANGE_AND_DEVELOPMENT</a></li> <li>• <a href="https://www.msmsgf.org/files/msmsgf/documents/org_dev/organisationalchange%20and%20development.pdf">https://www.msmsgf.org/files/msmsgf/documents/org_dev/organisationalchange and development.pdf</a></li> <li>• <a href="https://www.researchgate.net/publication/324166817_organisational_change_and_development">https://www.researchgate.net/publication/324166817_organisational_change_and_development</a></li> </ul> <p><b>Note: The afore said links and study material suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.</b></p>
<p><b>Skill Development Activities Suggested</b></p> <ul style="list-style-type: none"> <li>• A visit to Organisation and interact with OD and Change Manager and list out the roles played by OD/C manager.</li> <li>• Meet and interact with OD and Change Manager and ask- 10 questions related to Change and Development issues</li> <li>• Meet OD and Change Manager and list out various OC/D Intervention practiced and how they impact the Organisational Growth</li> <li>• Visit Organisation and Interact with Employees in the organisation and discuss Culture Impact on Change process and how it can be managed.</li> </ul>

#### 4. Syllabus Timeline

S/L	Syllabus Timeline	Description
1	Week 1-2: Changing Organization	<ul style="list-style-type: none"> <li>• Definition, Nature, Roots, Types, Roles</li> <li>• Environmental Forces of Organisation Change</li> <li>• Driving Change, Implications of Worldwide Trends for Change Management</li> <li>• Planned Changes and Intended Results</li> <li>• Change Initiators, Implementers, Facilitators &amp; Recipients</li> <li>• Requirements for Becoming a Successful Change Leader</li> <li>• Application of Lewin’s Model of Change, OD Practitioners</li> </ul>
2	Week 3-4: Building and Energizing the Need for Change	<ul style="list-style-type: none"> <li>• Organizations as Systems, Levels</li> <li>• Characteristics of Organisational Change</li> <li>• Organisations’ Readiness for Change, Need for Change &amp; its Factors</li> <li>• Vision for Change, Difference Between an Organisational Vision and a Change Vision</li> </ul>
3	Week 5-6: Designing Effective Control Systems	<ul style="list-style-type: none"> <li>• Control Processes for Change</li> <li>• Selecting and Deploying Measures, Measures for Effective control system</li> <li>• Ensure Accurate Data, Control Systems and Change Management, Early Stages of the Change Project</li> <li>• Measurement Tools , Strategy Maps, Balanced Scorecard</li> <li>• Risk Exposure Calculator, Data Gathering, Diagnosis and Feedback</li> </ul>
4	Week 7-8:	<ul style="list-style-type: none"> <li>• Kurt Lewin’s Three-step Model, Six-box Model of Marvin</li> </ul>

	Models of Change	<ul style="list-style-type: none"> <li>• Weisbord, Action Research Model, The Burke–Litwin Causal Model</li> <li>• Organizational Intelligence Model. Comparison and Critical Analysis of Change Models</li> <li>• Key Principles in Communicating for Change</li> <li>• Transition Management. Ensuring Alignment in Action Planning &amp; its Tools</li> </ul>
5	Week 9-10: Organization Development	<ul style="list-style-type: none"> <li>• 7 hours Concept of OD, History, Activities, Values, Beliefs &amp; Assumptions</li> <li>• Changes, Core Values, Values statement and Ethical Issues of OD</li> <li>• OD in India, Laboratory Training and T-Groups Action Research and Survey Feedback</li> <li>• Employee Involvement, Organisational Culture, Reengineering Organisational Learning</li> <li>• Organisational Effectiveness and Employee Engagement</li> </ul>
6	Week 11-12: OD Practitioner and Consulting Process	<ul style="list-style-type: none"> <li>• Changing Workforce Demographics</li> <li>• Changing Nature of Work, The Consulting Relationship</li> <li>• Types, Model, Process. OD Intervention</li> <li>• Merger and Acquisition, Organisational Health</li> <li>• OD Association in India</li> </ul>

### 5. Teaching Learning Process Strategies

S/L	TLP Strategies:	Description
1	Lecture Method	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves the traditional format of a teacher delivering information to students.</li> <li>○ The instructor explains concepts, theories, and principles related to the course.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ The lecture method is effective for presenting foundational knowledge, theoretical concepts and frameworks.</li> <li>○ It provides a structured way to convey information and ensures that all students receive the same content.</li> <li>○ Visual aids, multimedia, and interactive elements can enhance engagement during lectures.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for introducing new topics, theoretical foundations, and fundamental principles in communication.</li> </ul> </li> </ul>
2	Case Studies and Group Discussions	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves presenting real or hypothetical scenarios for analysis and discussion.</li> <li>○ Students collaboratively discuss, analyse, and propose solutions to case-based problems.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Encourages critical thinking, problem-solving, and application of theoretical knowledge to practical situations.</li> <li>○ Fosters active participation, communication skills, and the exchange of diverse perspectives among students.</li> </ul> </li> <li>• <b>Applicability:</b></li> </ul>

		<ul style="list-style-type: none"> <li>○ Suitable for developing analytical skills, decision-making abilities, and understanding the practical implications of the concepts.</li> </ul>
3	Role Plays and Simulations	<ul style="list-style-type: none"> <li>● <b>Description:</b> <ul style="list-style-type: none"> <li>○ Students enact specific roles in simulated scenarios that mirror real-world situations.</li> <li>○ Simulations replicate aspects of the business environment to provide hands-on experience.</li> </ul> </li> <li>● <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Enhances experiential learning by allowing students to apply theoretical concepts in simulated real-world contexts.</li> <li>○ Develops interpersonal and communication skills as students actively engage in different roles and scenarios.</li> </ul> </li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing practical skills, interpersonal communication, and understanding the dynamics of business environment.</li> </ul> </li> </ul>
4	Real World Applications and Industry Guest Lectures	<ul style="list-style-type: none"> <li>● <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves integrating real-world examples, case studies and experiences into the learning process.</li> <li>○ Industry professionals or experts are invited to deliver lectures or share insights with students.</li> </ul> </li> <li>● <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing how concepts are applied in actual business settings.</li> <li>○ Provides students with valuable insights, industry perspectives, and networking opportunities.</li> </ul> </li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Enhances students' understanding of the practical relevance of communication concepts.</li> <li>○ Fosters connections between academia and industry, exposing students to real-world challenges and solutions.</li> </ul> </li> </ul>
5	<p><b>Overall Integration:</b> These teaching-learning strategies can be integrated for a well-rounded and comprehensive learning experience.</p> <p>For example, a case study can be followed by a group discussion to encourage collaborative problem-solving, and a related role-play or simulation can provide a hands-on application of the concepts learned. Guest lecturers from industry professionals can further enrich the learning experience by providing real-world insights and practical examples related to the course content.</p>	
6	<p><b>Adaptability:</b> Flexibility is key and instructors may choose to adapt and combine these strategies based on the specific objectives of each module or lesson.</p> <p>Regular feedback and assessment can help gauge the effectiveness of these strategies and make adjustments as needed.</p>	

## 6. Assessment Details

### Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

**Continuous Internal Evaluation:**

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

**CIE Marks shall be based on:**

- Tests (for 25 Marks) and
- Assignments, presentations, quiz, simulation, experimentation, mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

**Semester End Examination:**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer 5 full questions; selecting 4 full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number 8 is compulsory.

**7. Learning Objectives**

S/L	Learning Objectives	Description
1	Changing Organization	Students will be able to understand and analyze the factors driving organizational change and apply change management strategies to navigate and manage transitions effectively.
2	Building and Energizing the Need for Change	Students will be able to recognize and communicate the urgency for change within an organization and develop strategies to motivate and engage stakeholders in the change process.
3	Designing Effective Control Systems	Students will be able to design and implement control systems that align with organizational goals, ensuring effective monitoring, accountability, and continuous improvement.
4	Models of Change	Students will be able to compare and apply various models of organizational change to different scenarios, selecting the most appropriate model for guiding successful transformations.
5	Organization Development	Students will be able to understand the principles of organization development and implement OD strategies and interventions to enhance organizational effectiveness and adaptability.
6	OD Practitioner and Consulting Process	Students will be able to understand the role of an OD practitioner, navigate the consulting process, and apply consulting techniques to diagnose issues, design interventions, and drive organizational change.

**8. Course Outcomes and Mapping with POs / PSOs**

**Course Outcomes**

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

COs	Description	Blooms Level
M23MBAHR305.1	Understand the core principles and models of organizational change and development in achieving organizational goals.	L2
M23MBAHR305.2	Apply change management strategies and organizational development interventions to address specific organizational needs.	L3
M23MBAHR305.3	Analyze the effectiveness of change management initiatives and organizational development efforts.	L4
M23MBAHR305.4	Evaluate the success of organizational change processes and provide recommendations for improvement.	L5

**Mapping of COs POs and PSOs**

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
M23MBAHR305.1	3	2				3		
M23MBAHR305.2				3			2	
M23MBAHR305.3		3					3	
M23MBAHR305.4			3		2			2
M23MBAHR305	3	2.5	3	3	2	3	2.5	2

**9. Assessment Plan****Continuous Internal Assessment**

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	5				5
<b>Module 2</b>	5	5			10
<b>Module 3</b>		5	5		10
<b>Module 4</b>			10		10
<b>Module 5</b>				5	5
<b>Module 6</b>				10	10
<b>Total</b>	<b>10</b>	<b>10</b>	<b>15</b>	<b>15</b>	<b>50</b>

**SEE**

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	10				10
<b>Module 2</b>	10	10			20
<b>Module 3</b>		10	10		20
<b>Module 4</b>			20		20
<b>Module 5</b>				10	10
<b>Module 6</b>				20	20
<b>Total</b>	<b>20</b>	<b>20</b>	<b>30</b>	<b>30</b>	<b>100</b>

**Conditions for SEE Paper Setting****Semester End Examination**

Questions are to be asked covering all COs. Question paper shall cover entire syllabus and shall consist of Part A and Part B as under.

- **Part A shall consist of seven questions; each question (20 Marks) is subdivided into a, b, c covering all the topics of respective module.**

- **Part B shall be compulsory question on case study / practical problem for 20 Marks. (The question may contain a maximum of 4 sub division).**

### 10. Future with this Subject

The "Organizational Change and Development" course in the third semester of the MBA program lays a strong foundation for several future courses in the graduate program. The contributions of this subject extend across various areas, enhancing the students' understanding and skills in the field of Organizational Change and Development. Here are some notable contributions:

- **Adapting to Technological Advancements:** Equip organizations to manage and leverage technological changes, ensuring they remain competitive and innovative.
- **Enhancing Organizational Agility:** Develop skills to help organizations become more agile and responsive to market shifts and emerging challenges.
- **Driving Sustainable Growth:** Use change management principles to support sustainable organizational growth and long-term success.
- **Fostering a Change-Ready Culture:** Cultivate a culture that embraces change and continuous improvement, promoting resilience and adaptability.
- **Implementing Data-Driven Decision Making:** Apply data analytics to assess change initiatives and development programs, ensuring evidence-based decisions.
- **Managing Global and Remote Teams:** Address the complexities of managing change in increasingly globalized and remote work environments.
- **Enhancing Employee Engagement:** Develop strategies to engage employees during change processes, improving morale and reducing resistance.
- **Navigating Organizational Complexity:** Apply advanced OD techniques to manage complex organizational structures and diverse stakeholder needs.
- **Innovating Organizational Practices:** Leverage knowledge of organizational development to introduce innovative practices and drive transformation.
- **Improving Leadership Skills:** Enhance leadership capabilities in guiding organizations through change, fostering leadership excellence and strategic vision.

<b>3<sup>rd</sup> Semester</b>	<b>Professional Elective Course (PE) Compensation &amp; Reward Management</b>	<b>M23MBAHR306</b>
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**1. Prerequisites**

S/L	Proficiency	Prerequisites
1	Basic Understanding	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> Familiarity with the basic theories and models of compensation and reward management.</li> <li>• <b>Understanding:</b> Fundamentals &amp; various conceptual aspects of compensation and benefits.</li> </ul>
2	Problem Solving Methods	<ul style="list-style-type: none"> <li>• <b>Differentiation:</b> Classify and categories different models and approaches of compensation management adopted in the organization for problem-solving.</li> <li>• <b>Skills:</b> Capability to design and develop an original framework and model in dealing with compensation problems in the organization.</li> </ul>
3	Industry Relevant Skill Sets	<ul style="list-style-type: none"> <li>• <b>Understanding:</b> Recognition of industry-relevant to formulate and prepare compensation management to be adopted in the organization.</li> <li>• <b>Application:</b> Ability to apply and solve the workplace problems through application of compensation management.</li> </ul>

**2. Competencies**

S/L	Competency	KSA Description
1	Understanding of Compensation & Reward Management	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Grasping various conceptual aspects of compensation &amp; reward management.</li> <li>○ Applying theoretical knowledge to practical organizational scenarios.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Analyzing and interpreting compensation &amp; reward management theories, methods, policies in diverse settings.</li> <li>○ Applying effectiveness of compensation and reward strategy in real-world challenges.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Recognizing the importance of fundamental compensation principles and a positive organizational culture for effective compensation.</li> <li>○ Appreciation for the role of effective reward system in achieving organizational goals.</li> </ul> </li> </ul>
2	Wage Determination Practices	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the wage practices, policies, system, procedures, and methods.</li> <li>○ Ability to design and implement wage system for efficient &amp; effective organizational success.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Developing analytical skills to assess market data, industry standards, and economic trends to determine fair and competitive wages.</li> <li>○ Implementing wage &amp; salary policies to ensure organizational effectiveness.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the strategic role of compensation Managers in achieving organizational objectives.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>○ Appreciation for the iterative nature of compensation &amp; reward management in dynamic environments.</li> </ul>
3	Problem Solving	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Grasping laws and strategies of compensation &amp; reward management for problem solving.</li> <li>○ Applying models, types &amp; approaches of compensation for better wage decisions.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Proficiency in problem-solving methods for effective management.</li> <li>○ Applying problem-solving frameworks critical workplace situations.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Openness to various problem-solving approaches for overall productivity.</li> <li>○ Appreciation for the importance of effective problem resolution for given organizational set up.</li> </ul> </li> </ul>
4	Leadership Understanding	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the concept of direct &amp; indirect compensation &amp; reward system.</li> <li>○ Application of leadership styles to managerial problems &amp; organizational settings.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Applying current wage/salary policies in different organizational contexts.</li> <li>○ Implementing effective wage/salary framework in practical scenarios.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the role of leadership in individual, group &amp; organizational context.</li> <li>○ Openness to different leadership styles and approaches for overall effectiveness.</li> </ul> </li> </ul>
5	Industry Relevant Skills	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Grasping industry-relevant compensation &amp; reward management skill sets.</li> <li>○ Ability to analyze &amp; apply compensation structure to real-world scenarios.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Acquisition of industry-relevant compensation &amp; reward management skill.</li> <li>○ Application of acquired skills to enhance organizational effectiveness.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Recognizing the ongoing need for evolving managerial skills in a dynamic industry.</li> <li>○ Valuing the contribution of industry-relevant skills to personal and organizational success.</li> </ul> </li> </ul>

### 3. Syllabus

Compensation and Reward Management			
Course Code	M23MBAHR306	CIE Marks	50
Teaching Hours/Week (L:P&SDA)	3:2	SEE Marks	50



<b>Total Hours of Pedagogy</b>	<b>50</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>04</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Objectives: This course will enable the students</b>			
<ul style="list-style-type: none"> <li>To describe and identify the application of compensation management in the organization.</li> <li>To apply and solve the workplace problems through application of compensation management.</li> <li>To classify and categories different models and approaches of compensation management adopted in the organization.</li> </ul>			
<b>Module 1: Introduction to Compensation</b>			<b>(8 hours)</b>
Compensation, Meaning of compensation, Total Compensation/Reward and Its Components and Types, Importance of the Total Compensation Approach, Theories of Wages, Compensation and Legal Issues in Compensation Management, Factors Affecting Employee Compensation/Wage Rates / Wage Structure / Levels of Pay.			
<b>Module 2: Compensation Management</b>			<b>(8 hours)</b>
Meaning of Compensation Management, Methods of Wage Payment, Essentials of a Satisfactory Wage System, National Wage Policy in India, Wage Policy at the Organizational Level, Wage Problems in India, Components / Functions of Compensation Management / W&S Admin, and Institutions for Wage Fixation in India.			
<b>Module 3: Wage Determination Practices</b>			<b>(8 hours)</b>
Divergent Systems for Wage Determinatio Practice in Indian Organizations Introduction, Management's Strategy, Reward Policy, Reward Management Processes, Reward Management Procedures. Pay Reviews, Planning and Implementing Pay Reviews, Procedures for Grading Jobs and Pay, Rates Fixation, Controlling Payroll Costs, Evaluation of Reward Processes, Fringe Benefits and Current Practices, Different types of Direct and Indirect compensation include: Base Pay / Base pay; Commissions; Overtime Pay; Bonuses, Profit Sharing, Merit Pay; Stock Options; Travel/Meal/Housing Allowance; Benefits including: dental, insurance, medical, vacation, leaves, retirement, taxes; Merit pay; Incentive Pay; Deferred Pay; Pay for time; Recreational facilities			
<b>Module 4: Contingent Pay, Pay for Performance and Competence</b>			<b>(8 hours)</b>
Competency - Based Pay, Skill-Based Pay, Team – Based Rewards, Gainsharing, Profit – Sharing Profit – Related Pay and Beyond Other Cash Payments and Allowances Overtime Payments Attendance Bonuses, Shift Pay, Clothing Allowances, Honoraria, Payments for Qualifications, Pay for Person, Pay for Excellence, Managerial Compensation and Rewards, Sales Force Incentive Programmes, Competency based Pay-Framework, Model and Challenges; Pay for Performance :Steps involved in the design for pay for performance.			
<b>Module 5: Administration and Controlling Salary Costs and Salary Review</b>			<b>(9 hours)</b>
Salary Survey data, Salary Costs, Salary Planning, Salary Budget, Salary Control, Salary Reviews, Guidelines for Salary Review Process, Responding to Negative Salary Review, Five Key Steps: Fixing of Salary, Method of Paying Salary.			
<b>Module 6: Operating, Non-Financial Benefits</b>			<b>(9 hours)</b>
Role of Non – financial Benefits / Rewards on Employee Motivation, Types of Non - financial Benefits / Rewards, Planning the Non - financial Benefits / Rewards, A Few Most Effective Non - Financial Benefits / Rewards to Motivate Employees, Heineken's Refreshing Approach to Reward, Non-financial Metrics Intellectual Capital Assessment and Market Implications of Human Capital.			
<b>Suggested Learning Resources:</b>			
<b>Recommended Books</b>			
<ol style="list-style-type: none"> <li>1. Compensation Management: R.C. Sharma, Sulabh Sharma Sage Publication India Pvt. Ltd., Edition 2019.</li> <li>2. Compensation and Benefit: Biswas, Bashker, D Pearson, Edition 2013.</li> </ol>			
<b>Reference Books</b>			

1. Compensation and Reward Management: Singh, B D, Excel Books – 2007.
2. Managing Employees Performance and Rewards: Shields Cambridge Press, Edition 2007.

**Web Links and Video Lectures (e-Resources):**

- <https://www.youtube.com/watch?v=yml9dx9nUco>
- <https://hr-gazette.com/total-rewards-and-compensation-understanding-theessentials/>
- <https://www.youtube.com/watch?v=ax7suq7w4cm>
- <https://www.youtube.com/watch?v=g4AGhGehhsc>
- [https://www.researchgate.net/publication/325959515\\_impact\\_of\\_compensation\\_and\\_benefits\\_on\\_job\\_satisfaction](https://www.researchgate.net/publication/325959515_impact_of_compensation_and_benefits_on_job_satisfaction)

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

**Skill Development Activities Suggested**

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

**4. Syllabus Timeline**

S/L	Syllabus Timeline	Description
1	Week 1-2: Introduction to Compensation	<ul style="list-style-type: none"> <li>• Meaning of compensation, Components, Types, Importance of the Total Compensation Approach.</li> <li>• Theories of Wages, Compensation and Legal Issues in Compensation Management.</li> <li>• Factors Affecting Employee Compensation/Wage Rates / Wage Structure / Levels of Pay</li> </ul>
2	Week 3-4: Compensation Management	<ul style="list-style-type: none"> <li>• Meaning of Compensation Management, Methods, Essentials of a Satisfactory Wage System</li> <li>• National Wage Policy in India, Policy at the Organizational Level</li> <li>• Wage Problems in India, Components / Functions of Compensation Management / W&amp;S Admin, and Institutions for Wage Fixation in India</li> </ul>
3	Week 5-6: Wage Determination Practices	<ul style="list-style-type: none"> <li>• Divergent Systems for Wage Determination in Practice in Indian Organizations</li> <li>• Introduction, Management's Strategy, Reward Policy, Reward Management Processes, Reward Management Procedures</li> <li>• Pay Reviews, Planning and Implementing Pay Reviews, Procedures for Grading Jobs and Pay, Rates Fixation, Controlling Payroll Costs, Evaluation of Reward Processes</li> <li>• Fringe Benefits and Current Practices, Different types of Direct and Indirect compensation include: Base Pay / Base pay; Commissions; Overtime Pay; Bonuses, Profit Sharing, Merit Pay; Stock Options; Travel Travel/Meal/Housing Allowance;</li> <li>• Benefits including: dental, insurance, medical, vacation, leaves, retirement, taxes</li> </ul>

		<ul style="list-style-type: none"> <li>• Merit pay; Incentive Pay; Deferred Pay; Pay for time; Recreational facilities</li> </ul>
4	Week 7-8: Contingent Pay, Pay for Performance and Competence	<ul style="list-style-type: none"> <li>• Competency - Based Pay, Skill - Based Pay</li> <li>• Team – Based Rewards, Gain sharing, Profit - Sharing Profit –Related Pay and Beyond Other Cash Payments and Allowances Overtime Payments Attendance Bonuses, Shift Pay, Clothing Allowances, Honoraria, Payments for Qualifications, Pay for Person, Pay for Excellence,</li> <li>• 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</li> </ul>
5	Week 9-10: Administration and Controlling Salary Costs and Salary Review	<ul style="list-style-type: none"> <li>• Salary Survey data, Salary Costs</li> <li>• Salary Planning, Salary Budget, Salary Control, Salary Reviews</li> <li>• Guidelines for Salary Review Process, Responding to Negative Salary Review, Five Key Steps, Fixing of Salary</li> <li>• Method of Paying Salary</li> </ul>
6	Week 11-12: Operating, Non- Financial Benefits (Intrinsic and Relational Rewards)	<ul style="list-style-type: none"> <li>• Role of Non – financial Benefits / Rewards on Employee Motivation</li> <li>• Types of Non - financial Benefits / Rewards,</li> <li>• Planning the Non - financial Benefits / Rewards</li> <li>• Non - Financial Benefits / Rewards to Motivate Employees</li> <li>• Heineken’s Refreshing Approach to Reward</li> <li>• Non – financial Metrics Intellectual Capital Assessment and Market Implications of Human Capital</li> </ul>

### 5. Teaching Learning Process Strategies

S/L	TLP Strategies:	Description
1	Lecture Method	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves the traditional format of a teacher delivering information to students.</li> <li>○ The instructor explains concepts, theories, and principles related to the course.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ The lecture method is effective for presenting foundational knowledge, theoretical concepts, and frameworks.</li> <li>○ It provides a structured way to convey information and ensures that all students receive the same content.</li> <li>○ Visual aids, multimedia, and interactive elements can enhance engagement during lectures.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for introducing models, theoretical foundations, and fundamental concepts in compensation &amp; reward management.</li> </ul> </li> </ul>
2	Case Based Teaching and Class Room Discussions	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves presenting real or hypothetical scenarios for analysis and discussion.</li> <li>○ Students collaboratively discuss, analyze, and propose solutions to case-based problems.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Encourages critical thinking, problem-solving, and application of</li> </ul> </li> </ul>

		<p>theoretical knowledge to practical situations.</p> <ul style="list-style-type: none"> <li>○ Fosters active participation, communication skills, and the exchange of diverse perspectives among students.</li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing analytical skills, decision-making abilities, and understanding the challenges of workplace wage/salary related to issues.</li> </ul> </li> </ul>
3	Role Plays, Videos and Simulations	<ul style="list-style-type: none"> <li>● <b>Description:</b> <ul style="list-style-type: none"> <li>○ Students enact specific roles in simulated scenarios that mirror real-world situations.</li> <li>○ Simulations replicate aspects of the business environment to provide hands-on experience.</li> </ul> </li> <li>● <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Enhances experiential learning by allowing students to apply theoretical concepts in simulated real-world contexts.</li> <li>○ Develops interpersonal and communication skills as students actively engage in different roles and scenarios.</li> </ul> </li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing practical skills, interpersonal communication, and understanding the differences of wage/salary structure in different sectors.</li> </ul> </li> </ul>
4	Workshop from Practitioners and Guest Lectures	<ul style="list-style-type: none"> <li>● <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves integrating real-world examples, case studies, and experiences into the learning process.</li> <li>○ Industry professionals or experts are invited to deliver lectures or share insights with students.</li> </ul> </li> <li>● <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing how concepts are applied in actual business settings.</li> <li>○ Provides students with valuable insights, industry perspectives, and networking opportunities.</li> </ul> </li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Enhances students' understanding of the practical relevance of compensation &amp; reward Management concepts.</li> <li>○ Fosters connections between academia and industry, exposing students to real-world challenges and solutions.</li> </ul> </li> </ul>
5	<p>Overall Integration: These teaching-learning strategies can be integrated for a well-rounded and comprehensive learning experience.</p> <p>For example, a case study can be followed by a group discussion to encourage collaborative problem-solving, and a related role-play or simulation can provide a hands-on application of the concepts learned. Guest lecturers from industry professionals can further enrich the learning experience by providing real-world insights and practical examples related to the course content.</p>	
6	<p>Adaptability: Flexibility is key and instructors may choose to adapt and combine these strategies based on the specific objectives of each module or lesson.</p> <p>Regular feedback and assessment can help gauge the effectiveness of these strategies and make adjustments as needed.</p>	

## 6. Assessment Details

### Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

**Continuous Internal Evaluation:**

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

**CIE Marks shall be based on:**

- a) Tests (for 25 Marks) and
- b) Assignments, presentations, quiz, simulation, experimentation, mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

**Semester End Examination:**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer 5 full questions; selecting 4 full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number 8 is compulsory.

**7. Learning Objectives**

S/ L	Learning Objectives	Description
1	Understanding of Compensation & Reward System	The student will be able to describe and identify the application of Compensation Management in the Organization.
2	Problem Solving Skills	The student will be able to apply and solve the workplace problems through application of Compensation Management.
3	Industry Relevant Skill Sets	Acquire and apply industry-relevant skill sets, preparing students for practical application in organizational settings.
4	Leadership Understanding	Gain knowledge and skills to formulate and prepare Compensation Management to be adopted in the Organization in various contexts.
5	Wage Determination Practices	The student will be able to classify and categories different models and approaches of Compensation Management adopted in the Organization.
6	Contingent Pay, Pay for Performance and Competence	The student will be able to design and develop an original framework and model in dealing with compensation problems in the organization.

**8. Course Outcomes and Mapping with POs / PSOs**

**Course Outcomes**

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

COs	Description	Blooms Level
M23MBAHR306.1	Understand the concepts of compensation and reward management to achieve organization goal.	L2
M23MBAHR306.2	Apply the performance - based compensation system for business excellence.	L3
M23MBAHR306.3	Analyze the compensation and reward strategies for attraction, motivation and retaining high quality work force.	L4
M23MBAHR306.4	Evaluate the legal & administrative aspects to design compensation package.	L5

**Mapping of COs POs and PSOs**

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
M23MBAHR306.1	1				2	3		
M23MBAHR306.2			2				2	
M23MBAHR306.3				3				2
M23MBAHR306.4		2		2				
M23MBAHR306	1	2	2	2.5	2	3	2	2

**9. Assessment Plan****Continuous Internal Assessment**

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	2.5	2.5	2.5		<b>7.5</b>
<b>Module 2</b>	2.5	2.5	2.5		<b>7.5</b>
<b>Module 3</b>	2.5		2.5		<b>5</b>
<b>Module 4</b>	2.5	5	2.5		<b>10</b>
<b>Module 5</b>			5	5	<b>10</b>
<b>Module 6</b>			5	5	<b>10</b>
<b>Total</b>	<b>10</b>	<b>10</b>	<b>20</b>	<b>10</b>	<b>50</b>

**SEE**

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	5	5	5		<b>15</b>
<b>Module 2</b>	5	5	5		<b>15</b>
<b>Module 3</b>	5		5		<b>10</b>
<b>Module 4</b>	5	10	5		<b>20</b>
<b>Module 5</b>			10	10	<b>20</b>
<b>Module 6</b>			10	10	<b>20</b>
<b>Total</b>	<b>20</b>	<b>20</b>	<b>40</b>	<b>20</b>	<b>100</b>

**Conditions for SEE Paper Setting****Semester End Examination**

Questions are to be asked covering all COs. Question paper shall cover entire syllabus and shall consist of Part A and Part B as under.

- **Part A shall consist of seven questions; each question (20 Marks) is subdivided into a, b, c covering all the topics of respective module.**

- **Part B shall be compulsory question on case study / practical problem for 20 Marks. (The question may contain a maximum of 4 sub division).**

#### 10. Future with this Subject

The "Compensation & Reward Management" course in the third semester of the MBA program lays a strong foundation for several future courses in the graduate program. The contributions of this subject extend across various areas, enhancing the students' understanding and skills in the field of Compensation & Reward Management. Here are some notable contributions:

- **Advanced Management Courses:** The knowledge gained in this course, covering policies, practices, methods, theories, models serve as a prerequisite for more advanced courses in strategic management, human resource management, and organizational development. \*
- **Leadership and Decision-Making:** Understanding various leadership styles, decision-making processes, and team dynamics prepares students for courses focusing on leadership development, effective decision-making, and team management. \*
- **Advanced Technology Integration:** The course provides a AI and ML will enable more precise compensation benchmarking, predictive analytics for compensation trends, and personalized reward recommendations based on employee data and performance. \*
- **Global Business and Cross-Cultural Management:** Understanding global compensation and regulations prepares students for courses that explore global business environments and cross-cultural management, providing a broader perspective for working in diverse settings. \*
- **Research and Consultancy Projects:** The hands-on experience gained through case studies, projects, and practical applications in the course prepares students for undertaking impact on compensation and reward management.
- **Industry Applications:** The course provides practical skills that are directly applicable in industries related to management, human resources, and organizational development. Graduates are well-prepared to contribute to industries aiming for effective and ethical compensation practices. \*

<b>3<sup>rd</sup> Semester</b>	<b>Professional Core Course (PC) Internship</b>	<b>M23MBAIN307</b>
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**1. Prerequisites**

S/L	Proficiency	Prerequisites
1	Basic Understanding	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> Familiarity with the theoretical concept management and various functions of organization.</li> <li>• <b>Understanding:</b> Working culture of the organization.</li> </ul>
2	Problem Solving Methods	<ul style="list-style-type: none"> <li>• <b>Differentiation:</b> Ability to classify and differentiate between various functions of organizations</li> <li>• <b>Skills:</b> Capability to craft a model various models/tools/techniques of management like Porter Five Force model, Mc Kinsey 7S model, SWOT analysis, etc. for solving problems.</li> </ul>
3	Industry Relevant Skill Sets	<ul style="list-style-type: none"> <li>• <b>Understanding:</b> Recognition of skill sets required for understanding the organization structure.</li> <li>• <b>Application:</b> Ability to apply Mc Kinsey &amp; framework to real-world scenarios.</li> </ul>

**2. Competencies**

S/L	Competency	KSA Description
1	Introduction about the Organization and Industry	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Grasping the concepts of evolution of different organization structure in the corporate world.</li> <li>○ Applying theoretical knowledge for getting insight into industry, organization, structure and functions.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Analyzing and interpreting the different aspects issues and challenges of industry and organizations.</li> <li>○ Applying various tools and techniques and framing models to address the issues and challenges faced by organizations.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the importance of various models, tools and techniques for knowing industry, organization, structure and functions.</li> <li>○ Appreciation for the application of Mc Kinsey 7S framework to map the different components of the organization.</li> </ul> </li> </ul>
2	Organization Profile	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the basic components/elements require to build the organization Profile.</li> <li>○ Application of mindsets required for understanding different structures and functions of organization.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Proficiency in building the deep understanding and insights of various roles and responsibilities in the organization.</li> <li>○ Applying various workflow models to know how the organization functions.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Openness to various responses while communication with different heads to organizations.</li> </ul> </li> </ul>



		<ul style="list-style-type: none"> <li>○ Appreciation for taking valuable information about future growth and prospects from different functional heads of organization.</li> </ul>
3	Mc Kinsey 7S framework and Porter's Five Force model	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the concept of McKinsey 7S framework and Porter's Five Force model for organization study.</li> <li>○ Application of McKinsey 7S framework and Porter's Five Force model to real life situation.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Proficiency in building the McKinsey 7S framework and Porter's Five Force model for organization under study.</li> <li>○ Applying McKinsey 7S framework and Porter's Five Force model to map various elements of organization under study.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Openness to various responses while building McKinsey 7S framework to organizations.</li> <li>○ Appreciation for the factors influencing Porter's Five Force model to real life situation.</li> </ul> </li> </ul>
4	SWOT Analysis	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the concept of SWOT Analysis for organization study.</li> <li>○ Application of SWOT Analysis to real life situation.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Proficiency in building the SWOT Analysis for organization under study.</li> <li>○ Applying SWOT Analysis to map various elements of organization under study.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Openness to various responses while building SWOT Analysis to organizations.</li> <li>○ Appreciation for the factors influencing SWOT Analysis to real life situation.</li> </ul> </li> </ul>
5	Analysis of Financial Statements	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the different components of Financial Statements for organization study.</li> <li>○ Application of different financial ratios to real life situation.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Proficiency in analyzing Financial Statements for organization under study.</li> <li>○ Applying different financial ratios to map various performance parameters of organization under study.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Openness to understand and communicate various factors of analysis of different financial statements to real life situation.</li> </ul> </li> </ul>
6	Learning Experiences	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the current structure and functions of organization with respect to the industry.</li> <li>○ Application of theoretical concept in understanding the real life situation in the organization study.</li> </ul> </li> <li>● <b>Skills:</b></li> </ul>

		<ul style="list-style-type: none"> <li>○ Proficiency in understanding complex organization structure in the global scenarios.</li> <li>○ Applying various models in understanding current functions and performance of the organization under study.</li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Openness to understand and communicate various components and factors influencing the performance organization under study.</li> </ul> </li> </ul>
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### 3. Syllabus Guidelines

<b>Internship</b>			
<b>Course Code</b>	<b>M23MBAIN307</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P&amp;SDA)</b>	<b>0:6:0</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>00</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>03</b>	<b>Exam Hours</b>	<b>00</b>
<p><b>Course Objectives: This course will enable the students</b></p> <ul style="list-style-type: none"> <li>● To expose the students to understand the working culture of the organization</li> <li>● To apply theoretical concepts in real life situation at the work place for various functions of the organization.</li> <li>● To apply SWOT analysis for the organization.</li> <li>● To frame McKinsey 7S framework &amp; Porter's Five Force model.</li> </ul>			
<p><b>Structure</b> The Internship shall consist of study of an organization for 3 credits for 4 weeks.</p>			
<p><b>General Guidelines</b></p> <ul style="list-style-type: none"> <li>● The Internship shall be for a period of 4 weeks immediately after the completion of 2<sup>nd</sup> Semester Examinations but before the commencement of the 3<sup>rd</sup> semester classes.</li> <li>● The Course code of the Internship shall be M23MBAIN307 and shall be compulsory for all the students.</li> <li>● No two students of an institute shall work on the same organization.</li> <li>● The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance. Student need to identify an external guide (Working in the organization) and seek guidance from him/her.</li> </ul>			
<p><b>Submission of Report</b> Students shall submit one hard copy of the report to the college with hard bound color of royal blue and a soft copy in PDF file (Un-editable Format).</p>			
<p><b>Internship</b> The student shall undergo mandatory Internship / Organization study as per the scheme of Teaching and Examination.</p> <ol style="list-style-type: none"> <li>1) The internship shall be carried out in any industry / R&amp;D organization / research institute / Institute of national and international reputed business organization / recognized national and international professional bodies, societies or organizations.</li> <li>2) The Department / college shall nominate a faculty to facilitate, guide and supervise students under internship.</li> <li>3) The students shall report the progress of the internship to the internal guide in regular intervals and seek his / her advice.</li> <li>4) The Internship shall be completed during the period specified in the scheme of Teaching and Examination.</li> <li>5) After completion of the Internship, students shall submit a report to the Head of the Department with the approval of both internal and external guides.</li> </ol>			

6) There will be 50 marks for CIE (Presentation: 20, Internship / Organization study report: 30) and 50 marks for Viva - Voce conducted during SEE.

7) The internal guide shall award the CIE marks for the seminar and internship reports after evaluation. He / she will also be the internal examiner for Viva - Voce conducted during SEE.

8) The external guide / examiner will be from the industry / faculty from the other PG institutions offering MBA programme as an examiner for the viva voce of Internship. Viva -Voce on internship shall be conducted at the college and the date of Viva - Voce shall be fixed in consultation with the external guide / examiner. The Examiners shall jointly award the Viva - Voce marks.

9) (i) In case the external guide / examiner is not available or expresses his inability to conduct viva voce, the chief superintendent shall be permitted to make alternate arrangements. The examiner, in the order of preference, shall be an industry person or a faculty of another institution chosen from the list of examiners. The same shall be intimated to the COE.

(ii) In case the external guide / examiner accept to conduct a viva-voce examination from his / her workplace, it shall be arranged via video / web conferencing / webinar. The external examiner shall send the signed marks list, soon after the examination, via email / any electronic media.

The students are permitted to carry out the internship anywhere in India or abroad. The Institute will not provide any kind of financial assistance to any student for internship.

**Failing to Undergo Internship:** Internship is one of the heads of passing. Completion of the Internship is mandatory. If any student fails to undergo / complete the Internship, he / she shall be considered as fail in that course and the prescribed credits shall not be awarded in that course. The student, however, can submit the project dissertation and appear for viva voce. The student shall be eligible for the internship credits only after satisfying the conditions prescribed for the same during the subsequent academic year. Their appearance shall be considered an attempt.

#### Contents of the Internship Report

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

Chapter 1: Introduction about the Industry & Organization

Chapter 2: Organization Profile

- i. Back ground,
- ii. Nature of business
- iii. Vision, mission, quality policy
- iv. Work flow model
- v. Product/service profile
- vi. Ownership pattern
- vii. Achievements/awards if any
- viii. Future growth and prospects

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

Chapter 4: SWOT Analysis

Chapter 5: Analysis of financial statements

Chapter 6: Learning experience

Bibliography Annexure relevant to the Internship such as figures, graphs, photographs, Financial statements etc.
<b>Format of the Internship Report</b> Report shall be prepared using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with 1” marginal sides (1.5” on left side due to binding) and 1.5 line spacing. The Internship report shall not exceed 60 pages.

#### 4. Syllabus Timeline

S/L	Syllabus Timeline	Description
1	Week 1: Introduction about the Industry & Organization	<ul style="list-style-type: none"> <li>• Industry Profile.</li> <li>• Market information</li> <li>• Contribution to GDP</li> <li>• Back ground</li> <li>• Nature of business</li> <li>• Vision, mission, quality policy</li> <li>• Work flow model</li> <li>• Product/service profile</li> <li>• Ownership pattern</li> <li>• Achievements/awards if any</li> <li>• Future growth and prospects</li> </ul>
2	Week 2: McKensy's 7S Framework and Porter's Five Force Model	<ul style="list-style-type: none"> <li>• McKensy 7S Framework</li> <li>• Porter's Five Force Model</li> </ul>
3	Week 3: SWOT Analysis	<ul style="list-style-type: none"> <li>• SWOT Analysis</li> </ul>
4	Week 4: Analysis of Financial Statements & Learning Experience	<ul style="list-style-type: none"> <li>• Financial Analysis</li> <li>• Learning Experience</li> </ul>

#### 5. Teaching Learning Process Strategies

S/L	TLP Strategies:	Description
1	Lecturing Method	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves the traditional format of a teacher delivering information to students.</li> <li>○ The instructor explains concepts, theories, and principles related to the organization problem.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ The lecture method is effective for presenting foundational knowledge, theoretical concepts, and frameworks.</li> <li>○ It provides a structured way to convey information and ensures that all students receive the same content.</li> <li>○ Visual aids, multimedia, and interactive elements can enhance</li> </ul> </li> </ul>

		<p>engagement during Internship guidelines.</p> <ul style="list-style-type: none"> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for introducing new topics, theoretical foundations, and fundamental principles in understanding the organization and its structure.</li> </ul> </li> </ul>
2	Case Studies and Discussions with Leadership Team	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves presenting real or hypothetical scenarios for analysis and discussion.</li> <li>○ Students collaboratively discuss with leadership team, analyze, and propose solutions to case-based problems.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Encourages critical thinking, problem-solving, and application of theoretical knowledge to practical situations.</li> <li>○ Fosters active participation, communication skills, and the exchange of diverse perspectives among students.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing analytical skills, decision-making abilities, and understanding the practical implications of running an organization and its business.</li> </ul> </li> </ul>
3	Workshops and Seminars	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Students are encouraged to attend the workshops related to their internship work and organizational context.</li> <li>○ Workshops replicate aspects of the business environment to provide hands-on experience.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Enhances experiential learning by allowing students to apply theoretical concepts in simulated real-world contexts in the organization.</li> <li>○ Develops interpersonal and communication skills as students actively engage in working with the organization and discussing about the critical incidence at the workplace.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing practical skills, interpersonal communication, and understanding the dynamics of problem-solving and decision making during internship.</li> </ul> </li> </ul>
4	Problem-Solving and Decision Making	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves integrating real-world examples, case studies, and experiences into the learning process.</li> <li>○ Industry professionals or experts are invited to deliver lectures or share insights with students.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing how concepts are applied in actual business settings.</li> <li>○ Provides students with valuable insights, industry perspectives, and networking opportunities.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Enhances students' understanding of the practical relevance of internship on organization study.</li> </ul> </li> </ul>

		○ Fosters connections between academia and industry, exposing students to real-world challenges and solutions.
5	Overall Integration: organization study can be integrated for a well-rounded and comprehensive learning experience. For example, Organization study can be followed by discussions to encourage collaborative problem-solving, and provide a hands-on application of the concepts learned. Workshops from industry professionals/subject experts can further enrich the learning experience by providing real-world insights and practical examples related to the course content.	
6	Adaptability: Flexibility is key, and instructors may choose to adapt and combine these strategies based on the specific context of the organization. Regular feedback and assessment can help gauge the effectiveness of solving the problem and make adjustments as needed.	

## 6. Assessment Details

Marks Distribution for Internship Report Evaluation			
S/L	Description	% of Marks	In Marks
1	Assessment by Guide: Interactions & Presentations	25%	25
2	Report Evaluation by Guide	25%	25
<b>Total</b>		<b>50%</b>	<b>50</b>

### SEE Viva - Voce

The split-up of marks for Viva-voce shall be based on:

Marks Distribution for Internship Viva - Voce			
S/L	Description	% of Marks	In Marks
1	Introduction and Understanding the Industry	5%	5
2	Understanding the Corporate Functions / Company Profile	10%	10
3	Mckensy's 7S Framework and Porter's Five Force Model	10%	10
4	SWOT / SWOC Analysis Justification	10%	10
5	Financial Statement Analysis	5%	5
6	Learning Experience	10%	10
<b>Total</b>		<b>50%</b>	<b>50</b>

### Final CIE in Internship Course:

Final Internship Marks for CIE			
S/L	Description	% of Marks	In Marks
1	CIE	50%	50
2	SEE Viva - Voce	50%	50
<b>Total</b>		<b>100%</b>	<b>100</b>

## 7. Learning Objectives

S/L	Learning Objectives	Description
1	Knowledge and Understanding	<p><b>Understanding Organization and its Components:</b></p> <ul style="list-style-type: none"> <li>Identify different organizational structures and different roles and responsibilities in smooth functioning of organization.</li> </ul>

		<ul style="list-style-type: none"> <li>Identify the strength, opportunities, weakness, and threats to the organization.</li> </ul> <p><b>Strategic Management Plan:</b></p> <ul style="list-style-type: none"> <li>Learn the components of a comprehensive organization structure.</li> <li>Understand the importance of corporate strategy and policy.</li> </ul>
2	Skills Development	<p><b>Idea Generation and Opportunity Recognition:</b></p> <ul style="list-style-type: none"> <li>Develop techniques for creative thinking and innovation in problem-solving and decision making.</li> <li>Learn methods to identify and evaluate the organization and its performance.</li> </ul> <p><b>Problem Solving:</b></p> <ul style="list-style-type: none"> <li>Understand various methods, tools and techniques of problem-solving and decision making.</li> <li>Learn to create and interpret financial statements and projections of organization performance.</li> </ul> <p><b>Resource Management:</b></p> <ul style="list-style-type: none"> <li>Develop skills in acquiring and managing human, financial, and physical resources.</li> <li>Learn techniques for efficient operations of an organization.</li> </ul>
3	Leadership Development	<p><b>Risk Management:</b></p> <ul style="list-style-type: none"> <li>Understand the nature of risks in business and strategies with respect to SOWT components.</li> <li>Develop a risk-taking and resilient attitude in establishing and managing organizations.</li> </ul> <p><b>Leadership and Team Building:</b></p> <ul style="list-style-type: none"> <li>Cultivate leadership qualities and effective team-building skills.</li> <li>Learn about current trends various technological advancements and digital transformation and their impact on business success.</li> </ul> <p><b>Ethics and Social Responsibility:</b></p> <ul style="list-style-type: none"> <li>Understand the ethical implications of running a business and organization.</li> <li>Learn about corporate social responsibility and sustainable development practices.</li> </ul>

### 8. Course Outcomes and Mapping with POs / PSOs

#### Course Outcomes

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

COs	Description	Blooms Level
M23MBAIN307.1	Apply the theoretical knowledge to study the culture and climate of the organization.	L3
M23MBAIN307.2	Analyze the organizational performance in the context of competitive advantage	L4
M23MBAIN307.3	Develop learning experience and present internship report	L5

#### Mapping of COs POs and PSOs

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
M23MBAIN307.1	3					2		

M23MBAIN307.2		3		2		2	3	
M23MBAIN307.3			2	2	2		2	2
M23MBAIN307	3	3	2	2	2	2	2.5	2

### 9. Assessment Plan

#### Continuous Internal Assessment

	CO1 (L3)	CO2 (L4)	CO3 (L5)	Total
<b>Module 1</b>	5	5	5	15
<b>Module 2</b>	5	5	5	15
<b>Module 3</b>	5	2.5	2.5	10
<b>Module 4</b>	5	2.5	2.5	10
<b>Total</b>	<b>20</b>	<b>15</b>	<b>15</b>	<b>50</b>

#### SEE

	CO1 (L3)	CO2 (L4)	CO3 (L5)	Total
<b>Module 1</b>	10	10	10	30
<b>Module 2</b>	10	10	10	30
<b>Module 3</b>	10	5	5	20
<b>Module 4</b>	10	5	5	20
<b>Total</b>	<b>40</b>	<b>30</b>	<b>30</b>	<b>100</b>

### 10. Future with this Subject

The "Internship" in between the end of second semester and before the beginning of third semester of the MBA program lays a strong foundation to get practical exposure in real life situation. Just having a good degree is no longer enough to secure that all-important graduate job offer in today's world. Pertinent work experience is now just as valuable as your degree and exam results when it comes to building a successful career. As a result, internships have become an essential way to help candidates make them stand out. An internship is an official program offered by organizations to help train and provide work experience to students and recent graduates. The concept of working as an intern began a long time ago but has drastically evolved over the years. Internships first started as a labourer who would take on young individuals and teach them their art or trade. In exchange for being taught a skill, the trainee would agree to work for the labourer for a specific time. Even then, the purpose of an internship or rather an apprenticeship was to gain new skills to be able to obtain future work. Getting work experience is an essential aspect of starting your career as a young graduate. The earlier you start gaining experience for your CV, the better. Job experience is not just restricted to an office job with a large organization. You can get an internship at a small company or get experience by freelancing. Any experience where you use skills that you can transfer to your future career is an excellent addition to your CV. It can help you demonstrate your commitment and capabilities to an employer while highlighting the skills that are both appropriate and transferable to the post you are applying for. An internship is one of the best ways to gain that all-important job experience. Here are some of the top reasons from the MITM to show the importance of an internship to MBA students.

- Internships provide exposure to the real world.
- Internships give you a platform to establish critical networking connections.
- Internships allow you to learn more about yourself.
- Internships equip you with more than just technical skills.
- Internships allow you to gain a competitive edge



<b>4<sup>th</sup> Semester</b>	<b>Professional Core Course (PC) International Business</b>	<b>M23MBA401</b>
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**1. Prerequisites**

S/L	Proficiency	Prerequisites
1	Basic Understanding	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> Familiarity with basic business concepts, including management, marketing, and economics.</li> <li>• <b>Understanding:</b> Basic understanding of global trade, market dynamics, and economic principles.</li> </ul>
2	Problem Solving	<ul style="list-style-type: none"> <li>• <b>Differentiation:</b> Ability to distinguish between domestic and international business environments and their respective challenges.</li> <li>• <b>Skills:</b> Competence in analyzing global market trends and identifying opportunities and risks in international business.</li> </ul>
3	Industry Relevant Skill Sets	<ul style="list-style-type: none"> <li>• <b>Understanding:</b> Awareness of cultural, political, and legal differences in international markets.</li> <li>• <b>Application:</b> Ability to apply international business strategies in a global context, considering cross-cultural communication and negotiation.</li> </ul>

**2. Competencies**

S/L	Competency	KSA Description
1	Introduction to International Business	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the basic concepts, scope, and significance of international business.</li> <li>○ Familiarity with the key drivers of globalization and their impact on business operations.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Ability to identify and analyze the challenges and opportunities in international markets.</li> <li>○ Applying fundamental international business concepts to real-world scenarios.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the importance of global perspectives in business decision-making.</li> <li>○ Demonstrating openness to learning about different cultures and business practices.</li> </ul> </li> </ul>
2	International Business Environment	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the various components of the international business environment, including economic, political, legal, and cultural factors.</li> <li>○ Familiarity with the impact of global economic systems and international institutions on business operations.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Ability to assess and analyze the influence of different environmental factors on international business strategies.</li> <li>○ Applying knowledge of the international business environment to anticipate and mitigate risks in global operations.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the importance of adapting business strategies to diverse international environments.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>○ Demonstrating a proactive approach to understanding and responding to changes in the global business landscape.</li> </ul>
3	Theories of International Business	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding key theories of international business.</li> <li>○ Familiarity with the evolution and application of these theories in the context of global trade and investment.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Ability to critically analyze and compare different international business theories.</li> <li>○ Applying relevant theories to explain and predict international trade patterns and business strategies.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the role of theoretical frameworks in shaping international business decisions.</li> <li>○ Demonstrating curiosity and openness to exploring various theoretical perspectives in international business.</li> </ul> </li> </ul>
4	International Institutions	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the roles and functions of major international institutions.</li> <li>○ Familiarity with how institutions influence global trade, finance, and economic stability.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Ability to analyze the impact of international institutions on global business operations and policies.</li> <li>○ Applying knowledge of these institutions to navigate international regulations and leverage global opportunities.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the significance of international institutions in maintaining global economic order.</li> <li>○ Demonstrating a proactive attitude towards staying informed about the evolving roles of these institutions in international business.</li> </ul> </li> </ul>
5	Multi-National Corporations	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the structure, strategies, and roles of Multi-National Corporations (MNCs) in the global economy.</li> <li>○ Familiarity with the challenges and opportunities MNCs face in different international markets.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Ability to analyze the strategic decisions of MNCs, such as market entry modes, global supply chain management, and localization strategies.</li> <li>○ Applying knowledge of MNC operations to assess their impact on host countries and the global business environment.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the influence of MNCs on global economic integration and development.</li> <li>○ Demonstrating an awareness of the ethical and social responsibilities of MNCs in diverse cultural and economic contexts.</li> </ul> </li> </ul>
6	Basics of	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b></li> </ul>

	International Marketing, HRM and Production Management	<ul style="list-style-type: none"> <li>○ Understanding fundamental concepts of international marketing, HRM &amp; production management.</li> <li>○ Familiarity with the challenges and strategies for adapting business practices (marketing, HRM, and production) to different international environments.</li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Ability to analyze and implement strategies across marketing, HR, and production that align with global standards and local market needs.</li> <li>○ Applying integrated approaches to manage global operations, ensuring efficiency, compliance, and cultural sensitivity.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the importance of ethical considerations, cultural sensitivity, and sustainability in international business practices.</li> <li>○ Demonstrating a global mindset and a commitment to continuous improvement and innovation in managing international operations across marketing, HRM, and production.</li> </ul> </li> </ul>
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### 3. Syllabus

<b>International Business</b>			
<b>Course Code</b>	<b>M23MBA401</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P&amp;SDA)</b>	<b>2:2</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>40</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>03</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Objectives: This course will enable the students</b>			
<ul style="list-style-type: none"> <li>● To explore and offer knowledge on Global Business Environment.</li> <li>● To explore knowledge on International Institutions involved in global business.</li> <li>● To assist the students to develop a truly Global Perspective.</li> <li>● To understand the contemporary issues in global business that illustrates the unique challenges faced by managers in the IBE.</li> </ul>			
<b>Module 1: Introduction to International Business</b>			<b>(6 hours)</b>
Evolution, Concepts of International Business, Characteristics of International Business, Factors affecting International Business, Advantages of International Business, challenges in International business, Modes of entry into International Business & Internationalization Process.			
<b>Module 2: International Business Environment</b>			<b>(7 hours)</b>
Introduction, Components of International Business Environment, Types of International Business Environment, Political Environment, Legal Environment, Economic Environment, Technological Environment, Socio & Cultural Environment, Role of Cross Culture, Ethics in International Business & CSR in International Business.			
<b>Module 3: Theories of International Business</b>			<b>(7 hours)</b>
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.			
<b>Module 4: International Institutions</b>			<b>(7 hours)</b>
UNCTAD- Introduction, Principles and achievements, IMF-Role and objectives, WTO-Role and advantages, TRIMS, TRIPS Features, Levels of Economic Integration & Regional Economic Integration in Europe, USA, ASEAN, SAARC & SAPTA.			
<b>Module 5: Multi-National Corporations</b>			<b>(6 hours)</b>
Definition & Meaning, factors that contributed to positive growth of MNCs, Importance of MNCs, Advantages			

& disadvantages of MNCs, MNCs in India, Organizational structure of MNCs, Transfer of Technology, Global Competitiveness, Indicators of competitiveness, Technology of Global competitiveness, Exploration & Expansion of MNC's in India.
<b>Module 6: Basics of International Marketing, HRM, Finance and Production Management (7 hours)</b>
Environment & cultural dynamics of global markets, functions of International Marketing, determining International Marketing strategies, Major actors in International Marketing, Competitive Global Marketing Strategies. Characteristics, Nature and factors of IHRM, Functions of IHRM, Funding & Cash Conversions & Coordinating Global Manufacturing System
<b>Suggested Learning Resources:</b>
<b>Recommended Books</b>
<ol style="list-style-type: none"> <li>1. The International Business Environment: Anant K. Sundaram/ J. Stewart Black-Prentice Hall.</li> <li>2. International Business environments and Operations John D Daniel, Lee H Radebaugh, Daniel P Sullivan- Pearson Education, 10th edition, 2004.</li> </ol>
<b>Reference Books</b>
<ol style="list-style-type: none"> <li>1. International Business (text and cases): P Subba Rao, HPH, 4/e, 2017.</li> <li>2. International Business Environment by Francis Cherunilam- Himalaya Publishing House, 2004.</li> </ol>
<b>Web Links and Video Lectures (e-Resources):</b>
<ul style="list-style-type: none"> <li>• <a href="https://www.pdfdrive.com/international-business-environment-e56594187.html">https://www.pdfdrive.com/international-business-environment-e56594187.html</a></li> <li>• <a href="https://www.pdfdrive.com/business-environment-e54194142.html">https://www.pdfdrive.com/business-environment-e54194142.html</a></li> <li>• <a href="https://ebooks.lpude.in/commerce/mcom/term_3/DCOM501_INTERNATIONAL_BUSINESS.pdf">https://ebooks.lpude.in/commerce/mcom/term_3/DCOM501_INTERNATIONAL_BUSINESS.pdf</a></li> <li>• <a href="https://www.yumpu.com/en/document/view/63865501/pdf-download-international-business-case-studies-for-the-multicultural-marketplace-full-online">https://www.yumpu.com/en/document/view/63865501/pdf-download-international-business-case-studies-for-the-multicultural-marketplace-full-online</a></li> <li>• <a href="http://elibrary.gci.edu.np/bitstream/123456789/681/1/BM727%20The%20International%20Business%20Environment%20Challenges%20and%20Changes%20by%20Jamie%20Weatherston.pdf">http://elibrary.gci.edu.np/bitstream/123456789/681/1/BM727%20The%20International%20Business%20Environment%20Challenges%20and%20Changes%20by%20Jamie%20Weatherston.pdf</a></li> <li>• <a href="https://www.taylorfrancis.com/books/edit/10.4324/9780080511306/international-business-case-studies-robert-moran-david-braaten-ph-john-walsh">https://www.taylorfrancis.com/books/edit/10.4324/9780080511306/international-business-case-studies-robert-moran-david-braaten-ph-john-walsh</a></li> <li>• <a href="https://www.youtube.com/watch?v=3hMNnvd_HbQ">https://www.youtube.com/watch?v=3hMNnvd_HbQ</a></li> <li>• <a href="https://onlinecourses.nptel.ac.in/noc20_mg54/preview">https://onlinecourses.nptel.ac.in/noc20_mg54/preview</a></li> <li>• <a href="https://www.coursera.org/learn/international-business">https://www.coursera.org/learn/international-business</a></li> </ul>
<b>Note: The afore said links and study material suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.</b>
<b>Skill Development Activities Suggested</b>
<ul style="list-style-type: none"> <li>• Identify the companies and study the factors affecting their business at international level.</li> <li>• Study the advantages and disadvantages of various companies operated in different countries.</li> <li>• Study the various ethical practices adopted by various companies and also issues faced by them.</li> <li>• Students must study role of corporate social responsibility (CSR) in international business practice.</li> </ul>

#### 4. Syllabus Timeline

S/L	Syllabus Timeline	Description
1	Week 1-2: Introduction to Consumer Behaviour	<ul style="list-style-type: none"> <li>• Evolution, Concepts of International Business, Characteristics of International Business</li> <li>• Factors affecting International Business, Advantages of International Business, challenges in international business</li> <li>• Modes of entry into International Business, &amp; Internationalization Process</li> </ul>

2	Week 3-4: Consumer Decision Making	<ul style="list-style-type: none"> <li>• Introduction, Components of International Business Environment, Types of International Business Environment, Political Environment</li> <li>• Legal Environment, Economic Environment, Technological Environment, Socio &amp; Cultural Environment, Role of Cross Culture</li> <li>• Ethics in International Business &amp; CSR in International Business</li> </ul>
3	Week 5-6: Motivation, Personality and Perception	<ul style="list-style-type: none"> <li>• Introduction, Mercantilism, Theory of absolute cost advantage, Comparative cost advantage theory, Comparative cost advantage with money</li> <li>• Relative factor endowment theory, Product life cycle theory, Global strategic rivalry theory</li> <li>• Porter's National Competitive Advantage Theory</li> </ul>
4	Week 7-8: Learning and Attitudes	<ul style="list-style-type: none"> <li>• Principles and achievements, IMF-Role and objectives, WTO-Role and advantages, TRIMS, TRIPS Features</li> <li>• Levels of Economic Integration &amp; Regional Economic Integration in Europe</li> <li>• USA, ASEAN, SAARC, SAPTA</li> </ul>
5	Week 9-10: Social Class, Culture and Groups	<ul style="list-style-type: none"> <li>• Definition &amp; meaning, factors that contributed to positive growth of MNCs</li> <li>• Advantages &amp; disadvantages of MNCs, MNCs in India, Organizational structure of MNCs, Transfer of Technology</li> <li>• Indicators of competitiveness, Technology of Global competitiveness</li> <li>• Exploration &amp; Expansion of MNC's in India</li> </ul>
6	Week 11-12: Leadership, Innovation and CRM	<ul style="list-style-type: none"> <li>• Environment &amp; cultural dynamics of global markets, functions of International Marketing, determining</li> <li>• International Marketing strategies Major actors in International Marketing, Competitive Global Marketing Strategies, Characteristics</li> <li>• Nature and factors of IHRM, Functions of IHRM</li> <li>• Funding &amp; Cash Conversions</li> <li>• Coordinating Global Manufacturing System</li> </ul>

### 5. Teaching Learning Process Strategies

S/L	TLP Strategies:	Description
1	Lecture Method	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves the traditional format of a teacher delivering information to students.</li> <li>○ The instructor explains concepts, theories, and principles related to the course.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ The lecture method is effective for presenting foundational knowledge, theoretical concepts and frameworks.</li> <li>○ It provides a structured way to convey information and ensures that all students receive the same content.</li> <li>○ Visual aids, multimedia, and interactive elements can enhance engagement during lectures.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for introducing new topics, theoretical foundations, and fundamental principles in communication.</li> </ul> </li> </ul>
2	Case Studies and Group	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves presenting real or hypothetical scenarios for analysis and</li> </ul> </li> </ul>

	Discussions	<p>discussion.</p> <ul style="list-style-type: none"> <li>○ Students collaboratively discuss, analyse, and propose solutions to case-based problems.</li> <li>● <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Encourages critical thinking, problem-solving, and application of theoretical knowledge to practical situations.</li> <li>○ Fosters active participation, communication skills, and the exchange of diverse perspectives among students.</li> </ul> </li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing analytical skills, decision-making abilities, and understanding the practical implications of the concepts.</li> </ul> </li> </ul>
3	Role Plays and Simulations	<ul style="list-style-type: none"> <li>● <b>Description:</b> <ul style="list-style-type: none"> <li>○ Students enact specific roles in simulated scenarios that mirror real-world situations.</li> <li>○ Simulations replicate aspects of the business environment to provide hands-on experience.</li> </ul> </li> <li>● <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Enhances experiential learning by allowing students to apply theoretical concepts in simulated real-world contexts.</li> <li>○ Develops interpersonal and communication skills as students actively engage in different roles and scenarios.</li> </ul> </li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing practical skills, interpersonal communication, and understanding the dynamics of business environment.</li> </ul> </li> </ul>
4	Real World Applications and Industry Guest Lectures	<ul style="list-style-type: none"> <li>● <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves integrating real-world examples, case studies and experiences into the learning process.</li> <li>○ Industry professionals or experts are invited to deliver lectures or share insights with students.</li> </ul> </li> <li>● <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing how concepts are applied in actual business settings.</li> <li>○ Provides students with valuable insights, industry perspectives, and networking opportunities.</li> </ul> </li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Enhances students' understanding of the practical relevance of communication concepts.</li> <li>○ Fosters connections between academia and industry, exposing students to real-world challenges and solutions.</li> </ul> </li> </ul>
5	<p>Overall Integration: These teaching-learning strategies can be integrated for a well-rounded and comprehensive learning experience.</p> <p>For example, a case study can be followed by a group discussion to encourage collaborative problem-solving, and a related role-play or simulation can provide a hands-on application of the concepts learned. Guest lecturers from industry professionals can further enrich the learning experience by providing real-world insights and practical examples related to the course content.</p>	
6	<p>Adaptability: Flexibility is key and instructors may choose to adapt and combine these strategies based on the specific objectives of each module or lesson.</p> <p>Regular feedback and assessment can help gauge the effectiveness of these strategies and make adjustments as needed.</p>	

## 6. Assessment Details

### Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

### Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

### CIE Marks shall be based on:

- Tests (for 25 Marks) and
- Assignments, presentations, quiz, simulation, experimentation, mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

### Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer 5 full questions; selecting 4 full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number 8 is compulsory.

## 7. Learning Objectives

S/L	Learning Objectives	Description
1	Understanding Global Markets	Gain insights into global market dynamics, including economic, political, and cultural factors that influence international trade and investment.
2	International Trade Theories	Learn about key international trade theories and models, such as comparative advantage, absolute advantage, and the Heckscher-Ohlin model, and understand their applications in global business strategies.
3	Global Business Strategies	Analyze and formulate strategies for entering and competing in international markets, including market entry modes like exporting, licensing, franchising, joint ventures, and direct investment.
4	International Marketing	Develop strategies for marketing products and services across different countries, considering factors like localization, global branding, and market segmentation.
5	Ethical and Social Responsibility	Evaluate ethical issues and social responsibilities in the context of international business, including corporate social responsibility (CSR) and sustainable business practices.
6	Risk Management	Identify and assess various risks associated with international business, such as political risk, economic instability, and currency fluctuations, and develop strategies to mitigate these risks.

## 8. Course Outcomes and Mapping with POs / PSOs

**Course Outcomes**

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

COs	Description	Blooms Level
M23MBA401.1	Understand the differences between domestic and international business environments for operating globally.	L2
M23MBA401.2	Apply cultural frameworks and theories to build strong relationships with international clients and partners.	L3
M23MBA401.3	Analyze the ethical implications of business decisions, enabling them to propose solutions.	L4
M23MBA401.4	Evaluate the legal and regulatory environments of countries for smooth business operations.	L5

**Mapping of COs POs and PSOs**

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
M23MBA401.1	2			3				
M23MBA401.2	2		3		2		2	
M23MBA401.3		3		3				2
M23MBA401.4			2	3	3	2		
M23MBA401	2	3	2.5	3	2.5	2	2	2

**9. Assessment Plan****Continuous Internal Assessment**

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	10				<b>10</b>
<b>Module 2</b>		5			<b>5</b>
<b>Module 3</b>			5		<b>5</b>
<b>Module 4</b>				10	<b>10</b>
<b>Module 5</b>				10	<b>10</b>
<b>Module 6</b>			10		<b>10</b>
<b>Total</b>	<b>10</b>	<b>5</b>	<b>15</b>	<b>20</b>	<b>50</b>

SEE

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	20				<b>20</b>
<b>Module 2</b>		10			<b>10</b>
<b>Module 3</b>			10		<b>10</b>
<b>Module 4</b>				20	<b>20</b>
<b>Module 5</b>				20	<b>20</b>
<b>Module 6</b>			20		<b>20</b>
<b>Total</b>	<b>20</b>	<b>10</b>	<b>30</b>	<b>40</b>	<b>100</b>

**Conditions for SEE Paper Setting****Semester End Examination**

Questions are to be asked covering all COs. Question paper shall cover entire syllabus and shall consist of Part A and Part B as under.

- **Part A shall consist of seven questions; each question (20 Marks) is subdivided into a, b, c covering all the topics of respective module.**



- **Part B shall be compulsory question on case study / practical problem for 20 Marks. (The question may contain a maximum of 4 sub division).**

### 10. Future with this Subject

The "International Business" course in the forth semester of the MBA program lays a strong foundation for several future courses in the graduate program. The contributions of this subject extend across various areas, enhancing the students' understanding and skills in the field of International Business. Here are some notable contributions:

- **Global Market Competence:** Acquire the skills to analyze and enter international markets effectively, understanding market opportunities and risks.
- **Cultural Awareness:** Develop a deep understanding of cultural differences and how they impact business practices, which is crucial for building strong international relationships and avoiding misunderstandings.
- **Strategic Planning:** Learn to create and implement strategies that are adapted to global markets, including market entry strategies and competitive positioning.
- **Risk Management:** Gain insights into managing risks associated with international operations, such as political instability, economic fluctuations, and currency volatility.
- **International Marketing:** Understand how to effectively market products and services across different regions, including adapting strategies to local tastes and preferences.
- **Global Financial Management:** Learn to navigate international financial systems, manage foreign exchange risks, and make informed investment decisions in a global context.
- **Negotiation Skills:** Enhance your ability to negotiate and communicate across cultures, improving your effectiveness in international business dealings.
- **Ethical Practices:** Develop an understanding of ethical issues and corporate social responsibility (CSR) in an international context, fostering sustainable and ethical business practices.

<b>4<sup>th</sup> Semester</b>	<b>Professional Core Course (PC) Design Thinking and Innovation</b>	<b>M23MBA402</b>
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**1. Prerequisites**

S/L	Proficiency	Prerequisites
1	Basic Understanding	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> Familiarity with the concept of Design Thinking as a way of Innovation and Problem Solving.</li> <li>• <b>Understanding:</b> Concept of Design Thinking, Innovation and User Experience in designing products and services.</li> </ul>
2	Problem Solving Methods	<ul style="list-style-type: none"> <li>• <b>Differentiation:</b> Ability to classify and differentiate between various methods of understanding the user requirements – both explicit and implicit requirements for solving problems.</li> <li>• <b>Skills:</b> Capability to craft a model of Design Innovation process and adopt the framework of seven modes of design thinking for solving problems.</li> </ul>
3	Industry Relevant Skill Sets	<ul style="list-style-type: none"> <li>• <b>Understanding:</b> Recognition of skill sets required for Design Thinking and innovation process.</li> <li>• <b>Application:</b> Ability to apply Design Thinking and innovation framework and skills to real-world scenarios.</li> </ul>

**2. Competencies**

S/L	Competency	KSA Description
1	Introduction to Design Thinking and Innovation	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Grasping the concepts of evolution of design and a thinking process for user experience.</li> <li>○ Applying theoretical knowledge for solving business problems with Design Thinking and Innovation skills.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Analyzing and interpreting the factors affecting Innovation in problem solving and develop skills required for executing Design as a thinking strategy.</li> <li>○ Applying the Design Thinking and Innovations kills and face the challenges of Design Thinking in Indian scenarios.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the importance of Design Thinking and Innovation activities and follow the Design Thinking process.</li> <li>○ Appreciation for creativity and innovation process in solving business problems with Design Thinking process.</li> </ul> </li> </ul>
2	Sense Intent and Know Context	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the concept of Sense Intent and Know Context for Innovation in solving problems.</li> <li>○ Application of Mindsets required for Sensing Intent and Knowing the Context for Innovation.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Proficiency in building the deep understanding and insights of the Context for Innovation.</li> <li>○ Applying various methods for Sensing Intent and Knowing Context for Innovation.</li> </ul> </li> <li>• <b>Attitudes:</b></li> </ul>

		<ul style="list-style-type: none"> <li>○ Openness to various responses for Sensing Intent and Knowing Context for Innovation.</li> <li>○ Appreciation for starting up small Innovation project to build a prototype for product development.</li> </ul>
3	Know People	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the concept of Know People for Innovation in solving problems.</li> <li>○ Application of Mindsets required for knowing the People to who the Innovation is targeted.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Proficiency in building the deep understanding and insights of the People to who the Innovation is targeted.</li> <li>○ Applying various methods for Knowing People for Innovation.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Openness to various responses for Knowing People for Innovation.</li> <li>○ Appreciation for starting up small Innovation project to build a prototype for product development.</li> </ul> </li> </ul>
4	Frame Insight	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the concept of Frame Insight for Innovation in solving problems.</li> <li>○ Application of Mindsets required for framing the Insight to who the Innovation is targeted.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Proficiency in building the deep understanding of requirements to Frame Insights for the Innovations.</li> <li>○ Applying various methods for Framing Insights for Innovation.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Openness to various responses for Framing Insights for Innovation.</li> <li>○ Appreciation for starting up small Innovation project to build a prototype for product development.</li> </ul> </li> </ul>
5	Explore Concepts	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the concept of Exploring Concepts for Innovation in solving problems.</li> <li>○ Application of Mindsets required for exploring the Concepts to who the Innovation is targeted.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Proficiency in building the deep understanding of requirements to Explore Concepts for the Innovations.</li> <li>○ Applying various methods for Exploring Concepts for Innovation.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Openness to various responses for Exploring Concepts for Innovation.</li> <li>○ Appreciation for starting up small Innovation project to build a prototype for product development.</li> </ul> </li> </ul>
6	Frame Solutions and Realize Offerings	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the concept of Framing Solutions and Realizing Offerings for Innovation in solving problems.</li> <li>○ Application of Mindsets required for Framing Solutions and Realizing Offerings to who the Innovation is targeted.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Proficiency in building the deep understanding and insights of requirements to Frame Solutions and Realize Offerings for the Innovations.</li> <li>○ Applying various methods for Framing Solutions and Realizing Offerings for Innovation.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Openness to various responses for Framing Solutions and Realizing Offerings for Innovation.</li> <li>○ Appreciation for starting up small Innovation project to build a prototype for product development.</li> </ul> </li> </ul>
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### 3. Syllabus

<b>Design Thinking and Innovation</b>			
<b>Course Code</b>	<b>M23MBA402</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P&amp;SDA)</b>	<b>2:2</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>40</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>03</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Objectives: This course will enable the students</b>			
<ul style="list-style-type: none"> <li>• To familiarize Design Thinking (DT) and its phases.</li> <li>• To enable the students to become aware of the evolution, concepts &amp; models of Design Thinking.</li> <li>• To enable learners with the context, methods and mindsets pertaining to Design Thinking.</li> <li>• To equip students to the opportunities to ideate and find solutions by applying DT.</li> </ul>			
<b>Module 1: Introduction to Design Thinking</b>			<b>(6 hours)</b>
Design Thinking as a Solution, The Value of Design Thinking, A Look at the History of Design Thinking, Four Core Principles of Successful Innovation, A Model of the Design Innovation Process & Seven Modes of the Design Innovation Process.			
<b>Module 2: Sense Intent and Know Context</b>			<b>(9 hours)</b>
<b>Sense Intent:</b> Introduction to Sense Intent, Mindsets required for sensing Intent of innovation, Methods: Buzz Reports, Popular Media Scan, Key Facts, Trends Expert Interview, Ten Types of Innovation Framework, Innovation Landscape, Convergence Map, From To Exploration, Initial Opportunity Map & Intent Statement.			
<b>Know Context:</b> Introduction to Know Context, Mindsets required for knowing the context for innovation, Methods: Contextual Research Plan, Popular Media Search, Publications Research, Eras Map, Innovation Evolution Map, Competitors-Complementors Map, Ten Types of Innovation Diagnostics, Industry Diagnostics, SWOT Analysis, Subject Matter Experts Interview & Interest Groups Discussion.			
<b>Module 3: Know People</b>			<b>(6 hours)</b>
Introduction to Know People, Mindsets required knowing the people to who the innovation is addressed, Methods: Research Participant Map, Research Planning Survey, Five Human Factors, POEMS, Field Visit, Video Ethnography, Ethnographic Interview, Cultural Artifacts, Experience Simulation & Field Activity.			
<b>Module 4: Frame Insights</b>			<b>(6 hours)</b>
Introduction to Frame Insight, Mindsets required to frame insight for innovation, Methods: Observations to Insights, Insights Sorting, User Response Analysis, ERAF Systems Diagram, Descriptive Value Web, Entities Position Map, Venn Diagramming, Activity Network, Semantic Profile, User Groups Definition & Compelling Experience Map.			
<b>Module 5: Explore Concepts</b>			<b>(7 hours)</b>
Introduction to Explore Concept, Mindsets required to explore concepts for innovation projects, Methods: Opportunity Mind Map, Value Hypothesis, Persona Definition, Ideation Session, Concept Metaphors and Analogies, Behavioral Prototype, Concept Prototype and sketch & Concept Scenarios.			

<b>Module 6: Frame Solutions and Realize Offerings</b>	<b>(6 hours)</b>
<p><b>Frame Solutions:</b> Introduction to Frame Solutions, Mindsets required to frame solution to the innovation problem, Methods: Concept Evaluation, Prescriptive Value Web, Concept-Linking Map, Solution Storyboard, Solution Prototype &amp; Solution Evaluation.</p> <p><b>Realize Offerings:</b> Introduction to Realize Offerings, Mindsets required to realize the offerings of innovation, Methods: Strategy Roadmap, Platform Plan, Pilot Development and Testing, Implementation Plan, Competencies Plan &amp; Vision Statement.</p>	
<p><b>Suggested Learning Resources:</b></p> <p><b>Recommended Books</b></p> <ol style="list-style-type: none"> <li>101 Design Methods – A Structured Approach to Driving Innovation in your Organization by Vijay Kumar, John Wiley &amp; Sons, 2013.</li> <li>Design Thinking for Strategy – Innovating towards Competitive Advantage by Claude Diderich, Springer, 2020.</li> </ol> <p><b>Reference Books</b></p> <ol style="list-style-type: none"> <li>The Design of Business – Why Design Thinking is the next Competitive Advantage by Roger Martin, Harvard Business Press, 2009.</li> <li>Design Thinking – Integrating innovation, Customer experience, &amp; Brand Value by Thomas Lockwood, Allworth Press, 2009.</li> </ol>	
<p><b>Web Links and Video Lectures (e-Resources):</b></p> <ul style="list-style-type: none"> <li><a href="https://onlinecourses.nptel.ac.in/noc22_mg75/preview">https://onlinecourses.nptel.ac.in/noc22_mg75/preview</a></li> <li><a href="https://www.ideo.com/pages/design-thinking-resources">https://www.ideo.com/pages/design-thinking-resources</a></li> <li><a href="https://www.innovationtraining.org/stanford-design-thinking-resources/">https://www.innovationtraining.org/stanford-design-thinking-resources/</a></li> <li><a href="https://www.teachthought.com/pedagogy/45-design-thinking-resources-for-educators/">https://www.teachthought.com/pedagogy/45-design-thinking-resources-for-educators/</a></li> <li><a href="https://theaccidentaldesignthinker.com/design-thinking-tools-resources/">https://theaccidentaldesignthinker.com/design-thinking-tools-resources/</a></li> </ul> <p><b>Note: The afore said links and study material suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.</b></p>	
<p><b>Skill Development Activities Suggested</b></p> <ul style="list-style-type: none"> <li>Visit Start ups to comprehend prototype development.</li> <li>Observe the innovation and technology synchronization for creative Design Thinking.</li> <li>Conduct interview with the social entrepreneurs and develop the social sustainable prototypes.</li> <li>Learn to be a critical thinker and respond to the societal needs.</li> </ul>	

#### 4. Syllabus Timeline

S/L	Syllabus Timeline	Description
1	Week 1-2: Introduction to Design Thinking	<ul style="list-style-type: none"> <li>Design Thinking as a Solution, The Value of Design Thinking, A Look at the History of Design Thinking</li> <li>Four Core Principles of Successful Innovation, A Model of the Design Innovation Process</li> <li>Seven Modes of the Design Innovation Process</li> </ul>
2	Week 3-4: Sense Intent and Know Context	<ul style="list-style-type: none"> <li><b>Sense Intent:</b> Introduction to Sense Intent, Mindsets required for sensing Intent of innovation</li> <li>Methods: Buzz Reports, Popular Media Scan, Key Facts</li> <li>Trends Expert Interview, Ten Types of Innovation Framework</li> <li>Innovation Landscape, Convergence Map, From To Exploration</li> <li>Initial Opportunity Map &amp; Intent Statement</li> </ul>

		<ul style="list-style-type: none"> <li>• <b>Know Context:</b> Introduction to Know Context, Mindsets required for knowing the context for innovation</li> <li>• Methods: Contextual Research Plan, Popular Media Search, Publications Research,</li> <li>• Eras Map, Innovation Evolution Map, Competitors-Complementors Map</li> <li>• Ten Types of Innovation Diagnostics, Industry Diagnostics</li> <li>• SWOT Analysis, Subject Matter Experts Interview &amp; Interest Groups Discussion</li> </ul>
3	Week 5-6: Know People	<ul style="list-style-type: none"> <li>• Introduction to Know People, Mindsets required knowing the people to who the innovation is addressed</li> <li>• Methods: Research Participant Map, Research Planning Survey</li> <li>• Five Human Factors, POEMS, Field Visit, Video Ethnography, Ethnographic Interview</li> <li>• Cultural Artifacts, Experience Simulation &amp; Field Activity</li> </ul>
4	Week 7-8: Frame Insight	<ul style="list-style-type: none"> <li>• Introduction to Frame Insight, Mindsets required to frame insight for innovation,</li> <li>• Methods: Observations to Insights, Insights Sorting, User Response Analysis</li> <li>• ERAF Systems Diagram, Descriptive Value Web, Entities Position Map, Venn Diagramming</li> <li>• Activity Network, Semantic Profile, User Groups Definition &amp; Compelling Experience Map</li> </ul>
5	Week 9-10: Explore Concepts	<ul style="list-style-type: none"> <li>• Introduction to Explore Concept, Mindsets required to explore concepts for innovation projects</li> <li>• Methods: Opportunity Mind Map, Value Hypothesis</li> <li>• Persona Definition, Ideation Session, Concept Metaphors and Analogies</li> <li>• Behavioral Prototype, Concept Prototype and sketch &amp; Concept Scenarios.</li> </ul>
6	Week 11-12: Frame Solutions and Realize Offerings	<ul style="list-style-type: none"> <li>• <b>Frame Solutions:</b> Introduction to Frame Solutions, Mindsets required to frame solution to the innovation problem</li> <li>• Methods: Concept Evaluation, Prescriptive Value Web</li> <li>• Concept-Linking Map, Solution Storyboard, Solution Prototype &amp; Solution Evaluation</li> <li>• <b>Realize Offerings:</b> Introduction to Realize Offerings, Mindsets required to realize the offerings of innovation</li> <li>• Methods: Strategy Roadmap, Platform Plan</li> <li>• Pilot Development and Testing, Implementation Plan, Competencies Plan &amp; Vision Statement</li> </ul>

### 5. Teaching Learning Process Strategies

S/L	TLP Strategies:	Description
1	Lecture Method	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves the traditional format of a teacher delivering information to students.</li> <li>○ The instructor explains concepts, theories, and principles related to the course.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ The lecture method is effective for presenting foundational knowledge, theoretical concepts, and frameworks.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>○ It provides a structured way to convey information and ensures that all students receive the same content.</li> <li>○ Visual aids, multimedia, and interactive elements can enhance engagement during lectures.</li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for introducing new topics, theoretical foundations, and fundamental principles in Design Thinking and Innovation.</li> </ul> </li> </ul>
2	Case Studies and Group Discussions	<ul style="list-style-type: none"> <li>● <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves presenting real or hypothetical scenarios for analysis and discussion.</li> <li>○ Students collaboratively discuss, analyze, and propose solutions to case-based Design problems.</li> </ul> </li> <li>● <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Encourages Design as a thinking, problem-solving, and application of theoretical knowledge to practical situations.</li> <li>○ Fosters active participation, communication skills, and the exchange of diverse perspectives among students about user experiences</li> </ul> </li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing Innovation, analytical skills, decision-making abilities, and understanding the practical implications of Design Thinking and Innovation framework.</li> </ul> </li> </ul>
3	Role Plays and Simulations	<ul style="list-style-type: none"> <li>● <b>Description:</b> <ul style="list-style-type: none"> <li>○ Students enact specific roles in simulated scenarios that mirror real-world situations.</li> <li>○ Simulations replicate aspects of the business environment to provide hands-on experience.</li> </ul> </li> <li>● <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Enhances experiential learning by allowing students to apply theoretical concepts in simulated real-world contexts.</li> <li>○ Develops interpersonal and communication skills as students actively engage in different roles and scenarios.</li> </ul> </li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing practical skills, interpersonal communication, and understanding the dynamics of User experiences.</li> </ul> </li> </ul>
4	Real World Applications and Industry Guest Lectures	<ul style="list-style-type: none"> <li>● <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves integrating real-world examples, case studies, and experiences into the learning process.</li> <li>○ Industry professionals or experts are invited to deliver lectures or share insights with students.</li> </ul> </li> <li>● <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing how concepts are applied in actual business settings.</li> <li>○ Provides students with valuable insights, User perspectives, and networking opportunities.</li> </ul> </li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Enhances students' understanding of the practical relevance of Design Thinking and Innovation.</li> <li>○ Fosters connections between academia and industry, exposing students</li> </ul> </li> </ul>

		to real-world challenges while designing products, services and user experiences.
5	Overall Integration: These teaching learning strategies can be integrated for a well-rounded and comprehensive learning experience. For example, a case study can be followed by a group discussion to encourage collaborative problem-solving, and a related role-play or simulation can provide a hands-on application of the concepts learned. Guest lecturers from industry professionals can further enrich the learning experience by providing real-world insights and practical examples related to the course content.	
6	Adaptability: Flexibility is key, and instructors may choose to adapt and combine these strategies based on the specific objectives of each module or lesson. Regular feedback and assessment can help gauge the effectiveness of these strategies and make adjustments as needed.	

## 6. Assessment Details

### Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

### Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

### CIE Marks shall be based on:

- Tests (for 25 Marks) and
- Assignments, presentations, quiz, simulation, experimentation, mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

### Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer 5 full questions; selecting 4 full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number 8 is compulsory.

## 7. Learning Objectives

S/L	Learning Objectives	Description
1	Knowledge and Understanding	<b>Understanding Design Thinking and Innovation:</b> <ul style="list-style-type: none"> <li>Define Design Thinking and Innovation and distinguish it from other forms of problem-solving approaches.</li> <li>Explore the role of Design Thinking in developing products, services and User experiences.</li> </ul>



		<p><b>Modes of Design Thinking:</b></p> <ul style="list-style-type: none"> <li>Learn seven modes of Design Thinking to find innovative solution for business problems.</li> <li>Understand the importance of developing User experiences.</li> </ul> <p><b>Legal and Regulatory Framework:</b></p> <ul style="list-style-type: none"> <li>Gain knowledge of the legal requirements for protecting your innovative business ideas.</li> <li>Understand intellectual property rights and their importance for concept development.</li> </ul>
2	Skills Development	<p><b>Idea Generation and Opportunity Recognition:</b></p> <ul style="list-style-type: none"> <li>Develop mindset for Design Thinking and Innovation.</li> <li>Learn methods to identify and evaluate User requirements.</li> </ul> <p><b>Research for Ideas:</b></p> <ul style="list-style-type: none"> <li>Understand user requirements and experience for developing innovative ideas.</li> <li>Learn to create and interpret user requirements and experience for Innovation projects</li> </ul> <p><b>Resource Management:</b></p> <ul style="list-style-type: none"> <li>Develop skills in acquiring and managing human, financial, and physical resources.</li> <li>Learn techniques for efficient innovation management.</li> </ul> <p><b>Prototype Development:</b></p> <ul style="list-style-type: none"> <li>Gain knowledge in developing prototype for your innovative ideas.</li> <li>Understand how to realize offerings and to understand unmet requirements customer.</li> </ul>
3	Attitudinal and Behavioural Development	<p><b>Risk Management:</b></p> <ul style="list-style-type: none"> <li>Understand the nature of risks in developing human centric solution for business problems.</li> <li>Develop a risk-taking and resilient attitude for developing innovative ideas.</li> </ul> <p><b>Leadership and Team Building:</b></p> <ul style="list-style-type: none"> <li>Cultivate leadership qualities and effective team-building skills to gather user requirements for innovation.</li> <li>Learn about various Mindsets and Methods to gather user requirements for innovation.</li> </ul> <p><b>Problem-Solving and Idea Generation:</b></p> <ul style="list-style-type: none"> <li>Develop Design Thinking and problem-solving skills for generating innovative ideas</li> <li>Learn methods and processes for generating innovative ideas.</li> </ul> <p><b>Ethics and Social Responsibility:</b></p> <ul style="list-style-type: none"> <li>Understand the ethical implications of Innovation.</li> <li>Learn about corporate social responsibility and sustainable business practices.</li> </ul>

### 8. Course Outcomes and Mapping with POs / PSOs

**Course Outcomes**

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

COs	Description	Blooms Level
M23MBA402.1	Understand the design thinking principles and innovative problem-solving tools to address business challenges.	L2
M23MBA402.2	Apply the knowledge, tools and techniques of design thinking in prototyping product/services innovation.	L3
M23MBA402.3	Analyze the challenges in implementing design thinking process to bring innovations in business.	L4
M23MBA402.4	Evaluate the pros and cons for sustainable development by using design thinking process in business strategy for innovation.	L5

**Mapping of COs POs and PSOs**

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
M23MBA402.1	2	2			2			2
M23MBA402.2			2			2		
M23MBA402.3				3		2		2
M23MBA402.4		2	3	2			3	
M23MBA402	2	2	2.5	2.5	2	2	3	2

**9. Assessment Plan****Continuous Internal Assessment**

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	5				<b>5</b>
<b>Module 2</b>	5				<b>5</b>
<b>Module 3</b>		5			<b>5</b>
<b>Module 4</b>		5			<b>5</b>
<b>Module 5</b>			10	10	<b>20</b>
<b>Module 6</b>			5	5	<b>10</b>
<b>Total</b>	<b>10</b>	<b>10</b>	<b>15</b>	<b>15</b>	<b>50</b>

**SEE**

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	10				<b>10</b>
<b>Module 2</b>	10				<b>10</b>
<b>Module 3</b>		10			<b>10</b>
<b>Module 4</b>		10			<b>10</b>
<b>Module 5</b>			20	20	<b>40</b>
<b>Module 6</b>			10	10	<b>20</b>
<b>Total</b>	<b>20</b>	<b>20</b>	<b>30</b>	<b>30</b>	<b>100</b>

**Conditions for SEE Paper Setting****Semester End Examination**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.

- The students will have to answer 5 full questions; selecting 4 full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number 8 is compulsory.

### 10. Future with this Subject

The "Design Thinking and Innovation" course in the fourth semester of the MBA program lays a strong foundation for solving problems with human centric approach. One of the most significant trends that we're witnessing in the design thinking landscape is the increasing emphasis on human-centered design. This interdisciplinary approach brings together diverse perspectives, skills, and knowledge, resulting in innovative and well-rounded designs. Following are some emerging trends in design thinking that are shaping the future of innovation.

- **Inclusive Design:** Inclusive design is a trend that emphasizes creating products and services that are accessible and usable by a wide range of individuals, including those with disabilities. Designers are increasingly recognizing the importance of considering diverse perspectives and abilities during the design process. By incorporating inclusive design principles, products and services can be made more accessible and enjoyable for everyone.
- **Sustainability:** With growing concerns about climate change and environmental sustainability, designers are incorporating sustainable practices into their design thinking process. This involves considering the environmental impact of materials, manufacturing processes, and product lifecycles. Designers are exploring innovative ways to reduce waste, use renewable resources, and create products that can be easily recycled or repurposed.
- **Design for Well-being:** Designers are now focusing on creating products and services that promote well-being and improve people's quality of life. This includes designing for mental and emotional well-being, physical health, and social connections. Designers are incorporating elements such as mindfulness, stress reduction, and social interaction into their designs to enhance the overall well-being of users.
- **Artificial Intelligence and Machine Learning:** As technology continues to advance, designers are exploring ways to integrate artificial intelligence (AI) and machine learning (ML) into the design thinking process. AI and ML can help designers analyze large amounts of data, identify patterns, and generate insights that can inform the design process. This can lead to more personalized and intuitive user experiences.
- **Designing for Virtual and Augmented Reality:** Virtual reality (VR) and augmented reality (AR) technologies are becoming increasingly popular, and designers are exploring ways to leverage these technologies to create immersive and interactive experiences. Designers are now considering how to design for VR and AR, taking into account factors such as user interaction, spatial design, and user interface design.
- **Designing for the Internet of Things (IoT):** The Internet of Things (IoT) refers to the network of interconnected devices and objects that can communicate and exchange data. Designers are now considering how to design for IoT, taking into account factors such as user experience, data privacy, and security. Designers are exploring ways to create seamless and intuitive interactions between users and IoT devices.
- **Designing for Voice User Interfaces (VUI):** Voice user interfaces (VUI) are becoming increasingly popular with the rise of smart speakers and virtual assistants. Designers are now focusing on designing for VUI, considering factors such as voice recognition, natural language processing, and user feedback. Designers are exploring ways to create conversational and intuitive interactions with voice-activated devices.
- **Designing for Emotional Connection:** Designers are recognizing the importance of creating emotional connections with users through design. By incorporating elements such as storytelling, aesthetics, and personalization, designers can create products and services that resonate with users on an emotional level. This can lead to increased user engagement, loyalty, and satisfaction.

<b>4<sup>th</sup> Semester</b>	<b>Professional Elective Course (PE) Digital Marketing</b>	<b>M23MBAMM403</b>
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**1. Prerequisites**

S/L	Proficiency	Prerequisites
1	Basic Understanding	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> Familiarity with the concept of digital and social media marketing.</li> <li>• <b>Understanding:</b> Concept of Search Engine Optimization (SEO), SEO strategy for the Search Engine Result Page (SERP).</li> </ul>
2	Problem Solving Methods	<ul style="list-style-type: none"> <li>• <b>Differentiation:</b> Ability to classify and differentiate between various methods of search advertising and buying models of digital marketing problems.</li> <li>• <b>Skills:</b> Capability to craft the digital marketing strategy and adopt the framework for solving problems in digital and social media marketing.</li> </ul>
3	Industry Relevant Skill Sets	<ul style="list-style-type: none"> <li>• <b>Understanding:</b> Recognition of skill sets required for digital marketing activities.</li> <li>• <b>Application:</b> Ability to apply digital and social media marketing skills to real-world scenarios.</li> </ul>

**2. Competencies**

S/L	Competency	KSA Description
1	Introduction to Digital Marketing	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Grasping the concepts of evolution of digital marketing activities.</li> <li>○ Applying theoretical knowledge to the business with digital marketing skills.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Analyzing and interpreting the factors affecting digital and social media marketing and develop skills required for executing digital marketing strategy.</li> <li>○ Applying the digital marketing skills and face the challenges of digital and social media marketing in India.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the importance of the digital and social media marketing activities and follow the digital marketing process.</li> <li>○ Appreciation for creativity and innovation process in digital and social media marketing.</li> </ul> </li> </ul>
2	Display Advertising	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the concept of display advertising, buying plan to be followed in digital marketing.</li> <li>○ Application of Ad buying models, targeting, and programmatic digital advertising in digital marketing.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Proficiency in building the deep understanding and insights of digital marketing challenges.</li> <li>○ Applying the strategies for targeting in digital and social media marketing.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Openness to various buying models.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>○ Appreciation for starting up small digital ad and marketing activities and to start up new venture.</li> </ul>
3	Search Engine Advertising	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the nature and scope of search engine advertising, ad placement, ad ranking, and architecture of search advertising account.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Proficiency in using Google Ad Words, applying Ad Words algorithms, dynamic search and tracking.</li> <li>○ Application of Ad Words algorithms for search campaign.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Recognizing the various new venture expansion strategies and follow up.</li> <li>○ Valuing the contribution of digital marketing companies for innovative ideas for creating Ad Campaigns.</li> </ul> </li> </ul>
4	Emerging Trends in Digital Marketing	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the emerging trends in digital and social media marketing.</li> <li>○ Application of affiliate marketing in Indian scenarios.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Applying digital marketing strategy for affiliate marketing, e-mail marketing, content marketing, and social media marketing.</li> <li>○ Adopt emerging technologies and trends in digital and social media marketing to capture wider share in marketing.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the emerging technologies and trends in digital and social media marketing.</li> <li>○ Exposed towards the technological advancement and trends in capturing marketing opportunities.</li> </ul> </li> </ul>
5	Search Engine Optimization (SEO)	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the concept of search engine optimization, major functions and operating algorithms.</li> <li>○ Ability to create and incorporate the various search engine keywords, on page optimization and Off page optimization for effective digital marketing activities.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Developing the SEO strategy for the Search Engine Result Page (SERP).</li> <li>○ Implementing the top tools for SEO, monitoring SEO process, and preparing SEO reports.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the strategic role of search engine optimization (SEO).</li> <li>○ Appreciation for creating effective search key words for On page and Off page optimization.</li> </ul> </li> </ul>
6	E-commerce and Payment Gateway	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the concept of e-commerce, payment gateways, and merchant account.</li> <li>○ Understanding integration of Woo Commerce and setting up an e-commerce store on Word Press.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Developing Google Product Listing Ads (PLA) for e-commerce websites.</li> <li>○ Implementing the logistics for physical goods for e-commerce websites.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the importance of e-commerce, payment gateways, and merchant accounts in India.</li> <li>○ Appreciation for the role of e-commerce in rural India.</li> </ul> </li> </ul>
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### 3. Syllabus

<b>Digital Marketing</b>			
<b>Course Code</b>	<b>M23MBAMM403</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P&amp;SDA)</b>	<b>2:2</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>40</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>03</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Objectives: This course will enable the students</b>			
<ul style="list-style-type: none"> <li>• Understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy.</li> <li>• Understand the major digital marketing channels – online advertising: Digital display, video, mobile, search engine, and social media.</li> <li>• Learn to develop, evaluate, and execute a comprehensive digital marketing strategy and plan.</li> <li>• Explore the latest digital ad technologies.</li> </ul>			
<b>Module 1: Introduction to Digital Marketing</b>			<b>(5 hours)</b>
Concepts to Digital Marketing, Traditional Vs Digital Marketing, Understanding Digital Marketing Process, Digital Marketing Strategy - Consumer decision journey, The P-O-E-M Framework, Segmenting and customizing Messages, Digital Landscape. Digital advertising Market in India. Skills required in Digital Marketing, Digital Marketing Planning and Strategy & Role of AI in Digital Marketing.			
<b>Module 2: Display Advertising</b>			<b>(6 hours)</b>
Concept of Display Advertising, types of display ads, buying models, display plan, Targeting- contextual targeting, placement targeting, remarketing, interest categories, geographic and language tagging. Programmatic digital advertising process & YouTube Advertising.			
<b>Module 3: Search Engine Advertising</b>			<b>(7 hours)</b>
Concept of Online Advertising, Types of Online Advertising, Contextual advertising, Payment Modules, Different Online advertising platforms Creating Banner Ads Using Tools. Introduction to search advertising, Understanding Ad Placement, Understanding Ad Ranks, Architecture of Search Advertising Account, Google AdWords Overview; Understanding AdWords Algorithm; Creating Search Campaigns; Types of Search Campaigns - Standard, All features, dynamic search, product listing, & Tracking			
<b>Module 4: Emerging Trends in Digital Marketing</b>			<b>(8 hours)</b>
<b>Affiliate Marketing:</b> Affiliate marketing history, Affiliate marketing scenario in India & Different ways to do affiliate marketing.			
<b>Email Marketing:</b> email marketing and process. Types of email marketing- Opt-in & bulk emailing; Setting up email marketing account, creating a broadcast email. auto responders, Setting up auto responders & Tricks to land in inbox instead of spam folder.			
<b>Social Media Marketing:</b> Concept of social media marketing, Understanding Facebook marketing, LinkedIn Marketing, Twitter Marketing, Video Marketing & VIDEO & AUDIO (PODCASTING) marketing.			
<b>Content Marketing:</b> Introduction to content marketing, Objective of content marketing, Content marketing 7			

step strategy building process, writing a great compelling content, optimizing content for search engines & opt-in email list with content marketing examples.	
<b>Module 5: Search Engine Optimization (SEO)</b>	<b>(7 hours)</b>
Introduction to SEO. Search engine Major functions and operating algorithm, Introduction to SERP, search engine keywords and types, Google keyword planner tool; Keywords research process; Understanding keywords; On page optimization; Off Page optimization; Top tools for SEO; Monitoring SEO process; Preparing SEO reports, creating SEO Strategy & Optimize exact key words for impactful search.	
<b>Module 6: E-Commerce and Payment Gateway</b>	<b>(7 hours)</b>
Concept of e-commerce, Top ecommerce websites around the world, software Payment Gateways, Merchant Accounts & Logistics for physical goods. Integrating Woo Commerce and setting up an ecommerce store on Word Press. Case studies on ecommerce websites. Google Product Listing Ads (PLA) for ecommerce websites & Practical Process of SEO for an ecommerce website.	
<b>Suggested Learning Resources:</b>	
<b>Recommended Books</b>	
<ol style="list-style-type: none"> <li>1. Digital Marketing by Seema Gupta. Mc Graw Hill Education.</li> <li>2. Marketing 4.0: Moving from Traditional to Digital by P. Kotler. Wiley Publication.</li> <li>3. The Essentials of E-Marketing, 4<sup>th</sup> edition by Quirk Education (E-Book).</li> </ol>	
<b>Reference Books</b>	
<ol style="list-style-type: none"> <li>1. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, by Damian Ryan and Calvin Jones. Kogan Page Publication, 3rd edition.</li> <li>2. Social Media for Business – Stories of Indian Brands, By Sorav Jain.</li> </ol>	
<b>Web Links and Video Lectures (e-Resources):</b>	
<ul style="list-style-type: none"> <li>• <a href="https://onlinecourses.nptel.ac.in/noc22_mg104/preview">https://onlinecourses.nptel.ac.in/noc22_mg104/preview</a></li> <li>• <a href="https://onlinecourses.nptel.ac.in/noc22_mg78/preview">https://onlinecourses.nptel.ac.in/noc22_mg78/preview</a></li> <li>• <a href="https://learninglink.oup.com/access/king-lawley3e-student-resources#tag_all-chapters">https://learninglink.oup.com/access/king-lawley3e-student-resources#tag_all-chapters</a></li> <li>• <a href="https://openstax.org/details/books/organizational-behavior">https://openstax.org/details/books/organizational-behavior</a></li> <li>• <a href="https://www.classcentral.com/course/introduction-organisational-behaviour-11892">https://www.classcentral.com/course/introduction-organisational-behaviour-11892</a></li> </ul>	
<b>Note: The afore said links and study material suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.</b>	
<b>Skill Development Activities Suggested</b>	
<ul style="list-style-type: none"> <li>• Create an Ad Campaign using banner to launch ad in YOUTUBE.</li> <li>• Create a digital Marketing Plan.</li> <li>• Students are suggested to create a digital marketing plan.</li> <li>• Students are suggested to create a mobile advertising for any organization / Product.</li> <li>• Students can create an Ad Campaign using banner to launch ad in YOU TUBE.</li> </ul>	

#### 4. Syllabus Timeline

S/L	Syllabus Timeline	Description
1	Week 1-2: Introduction to Digital Marketing	<ul style="list-style-type: none"> <li>• Concept of Digital Marketing</li> <li>• Traditional Vs Digital Marketing</li> <li>• Understanding Digital Marketing Process</li> <li>• Digital Marketing Strategy</li> <li>• The P-O-E-M Framework</li> </ul>

		<ul style="list-style-type: none"> <li>• Segmenting and customizing Messages.</li> <li>• Digital Landscape. Digital advertising Market in India</li> <li>• Skills required in Digital Marketing</li> <li>• Digital Marketing Planning and Strategy</li> <li>• Role of AI in Digital Marketing</li> </ul>
2	Week 3-4: Display Advertising	<ul style="list-style-type: none"> <li>• Concept of Display Advertising</li> <li>• Types of display ads</li> <li>• Buying models</li> <li>• Display plan</li> <li>• Targeting - contextual targeting, placement targeting, remarketing, interest categories, geographic and language tagging</li> <li>• Programmatic digital advertising process</li> <li>• YouTube Advertising</li> </ul>
3	Week 5-6: Search Engine Advertising	<ul style="list-style-type: none"> <li>• Concept of Online Advertising, types of Online Advertising, and Contextual advertising</li> <li>• Payment Modules</li> <li>• Different Online advertising platforms and Creating Banner Ads Using Tools.</li> <li>• Introduction to search advertising, Understanding Ad Placement, and Understanding Ad Ranks</li> <li>• Architecture of Search Advertising Account, Google AdWords Overview; Understanding AdWords Algorithm</li> <li>• Creating Search Campaigns, Types of Search Campaigns - Standard, All features, dynamic search &amp; product listing. Tracking</li> </ul>
4	Week 7-8: Emerging Trends in Digital Marketing	<ul style="list-style-type: none"> <li>• Affiliate marketing history, Affiliate marketing scenario in India</li> <li>• Different ways to do affiliate marketing</li> <li>• Email marketing and process. Types of email marketing</li> <li>• Setting up email marketing account, creating a broadcast email. auto responders</li> <li>• Setting up auto responders; Tricks to land in inbox instead of spam folder</li> <li>• Concept of social media marketing</li> <li>• Understanding Facebook marketing, LinkedIn Marketing, Twitter Marketing, and Video Marketing</li> <li>• Objective of content marketing, Content marketing 7 step strategy building process</li> <li>• Writing a great compelling content, optimizing content for search engines</li> </ul>
5	Week 9-10: Search Engine Optimization (SEO)	<ul style="list-style-type: none"> <li>• Introduction to SEO. Search engine Major functions and operating algorithm</li> <li>• Introduction to SERP, search engine keywords and types</li> <li>• Google keyword planner tool; Keywords research process; Understanding keywords</li> <li>• On page optimization; Off Page optimization</li> <li>• Top tools for SEO; Monitoring SEO process; Preparing SEO reports</li> <li>• Creating SEO Strategy, Optimize exact key words for impactful search</li> </ul>
6	Week 11-12: E-commerce and	<ul style="list-style-type: none"> <li>• Concept of e-commerce, Top ecommerce websites around the world</li> <li>• Software Payment Gateways, Merchant Accounts &amp; Logistics for physical</li> </ul>



	Payment Gateway	<p>goods</p> <ul style="list-style-type: none"> <li>• Integrating Woo Commerce and setting up an ecommerce store on Word Press</li> <li>• Case studies on ecommerce websites</li> <li>• Google Product Listing Ads (PLA) for ecommerce websites</li> <li>• Practical Process of SEO for an ecommerce website</li> </ul>
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### 5. Teaching Learning Process Strategies

S/L	TLP Strategies:	Description
1	Lecture Method	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves the traditional format of a teacher delivering information to students.</li> <li>○ The instructor explains concepts, theories, and principles related to the course.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ The lecture method is effective for presenting foundational knowledge, theoretical concepts, and frameworks.</li> <li>○ It provides a structured way to convey information and ensures that all students receive the same content.</li> <li>○ Visual aids, multimedia, and interactive elements can enhance engagement during lectures.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for introducing new topics, theoretical foundations, and fundamental principles in digital and social media marketing.</li> </ul> </li> </ul>
2	Case Studies and Group Discussions	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves presenting real or hypothetical scenarios for analysis and discussion.</li> <li>○ Students collaboratively discuss, analyze, and propose solutions to case-based problems.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Encourages critical thinking, problem-solving, and application of theoretical knowledge to practical situations.</li> <li>○ Fosters active participation, communication skills, and the exchange of diverse perspectives among students.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing analytical skills, decision-making abilities, and understanding the practical implications of digital marketing concepts.</li> </ul> </li> </ul>
3	Role Plays and Simulations	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Students enact specific roles in simulated scenarios that mirror real-world situations.</li> <li>○ Simulations replicate aspects of the business environment to provide hands-on experience.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Enhances experiential learning by allowing students to apply theoretical concepts in simulated real-world contexts.</li> <li>○ Develops interpersonal and communication skills as students actively engage in different roles and scenarios.</li> </ul> </li> <li>• <b>Applicability:</b></li> </ul>

		<ul style="list-style-type: none"> <li>○ Suitable for developing practical skills, interpersonal communication, and understanding the dynamics of various social media platforms.</li> </ul>
4	Real World Applications and Industry Guest Lectures	<ul style="list-style-type: none"> <li>● <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves integrating real-world examples, case studies, and experiences into the learning process.</li> <li>○ Industry professionals or experts are invited to deliver lectures or share insights with students.</li> </ul> </li> <li>● <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing how concepts are applied in actual business settings.</li> <li>○ Provides students with valuable insights, industry perspectives, and networking opportunities.</li> </ul> </li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Enhances students' understanding of the practical relevance of digital and social media marketing.</li> <li>○ Fosters connections between academia and industry, exposing students to real-world challenges and solutions.</li> </ul> </li> </ul>
5	<p>Overall Integration: These teaching learning strategies can be integrated for a well-rounded and comprehensive learning experience.</p> <p>For example, a case study can be followed by a group discussion to encourage collaborative problem-solving, and a related role-play or simulation can provide a hands-on application of the concepts learned. Guest lecturers from industry professionals can further enrich the learning experience by providing real-world insights and practical examples related to the course content.</p>	
6	<p>Adaptability: Flexibility is key, and instructors may choose to adapt and combine these strategies based on the specific objectives of each module or lesson.</p> <p>Regular feedback and assessment can help gauge the effectiveness of these strategies and make adjustments as needed.</p>	

## 6. Assessment Details

### Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

### Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

### CIE Marks shall be based on:

- a) Tests (for 25 Marks) and
- b) Assignments, presentations, quiz, simulation, experimentation, mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

### Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer 5 full questions; selecting 4 full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number 8 is compulsory.

### 7. Learning Objectives

S/ L	Learning Objectives	Description
1	Knowledge and Understanding	<p><b>Understanding Entrepreneurship:</b></p> <ul style="list-style-type: none"> <li>• Define Digital and social media marketing and distinguish it from traditional marketing activities.</li> <li>• Explore the role of social media in market development activities.</li> </ul> <p><b>Digital Market Plan:</b></p> <ul style="list-style-type: none"> <li>• Learn the components of a comprehensive digital market plan.</li> <li>• Understand the importance of digital marketing strategy.</li> </ul>
2	Skills Development	<p><b>Idea Generation and Opportunity Recognition:</b></p> <ul style="list-style-type: none"> <li>• Develop techniques for creative thinking and innovation in digital marketing.</li> <li>• Learn methods to identify and evaluate social media marketing opportunities.</li> </ul> <p><b>Buying Models:</b></p> <ul style="list-style-type: none"> <li>• Understand various buying models of digital advertising.</li> <li>• Learn to create and interpret financial statements and projections of digital marketing efforts.</li> </ul> <p><b>Resource Management:</b></p> <ul style="list-style-type: none"> <li>• Develop skills in acquiring and managing human, financial, and physical resources.</li> <li>• Learn techniques for efficient operations digital marketing campaign.</li> </ul> <p><b>Marketing and Sales:</b></p> <ul style="list-style-type: none"> <li>• Gain knowledge in developing digital marketing strategies and plans.</li> <li>• Understand sales techniques and customer relationship management on social media platform.</li> </ul>
3	Attitudinal and Behavioural Development	<p><b>Risk Management:</b></p> <ul style="list-style-type: none"> <li>• Understand the nature of risks in business and strategies as the sentiments and opinions on social media are very fast.</li> <li>• Develop a risk-taking and resilient attitude in establishing social media marketing.</li> </ul> <p><b>Leadership and Team Building:</b></p> <ul style="list-style-type: none"> <li>• Cultivate leadership qualities and effective team-building skills.</li> <li>• Learn about current trends various digital platforms and their impact on business success.</li> </ul> <p><b>Ethics and Social Responsibility:</b></p> <ul style="list-style-type: none"> <li>• Understand the ethical implications of digital marketing activities.</li> <li>• Learn about corporate social responsibility and sustainable marketing practices.</li> </ul>

**8. Course Outcomes and Mapping with POs / PSOs****Course Outcomes**

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

COs	Description	Blooms Level
M23MBAMM403.1	Understand the various concepts of digital marketing management for solving various digital marketing problems.	L2
M23MBAMM403.2	Apply the digital marketing framework and technology to digital and social media strategies.	L3
M23MBAMM403.3	Analyze search engine marketing, search engine optimization, online advertising, and marketing strategies for effective performance of online search.	L4
M23MBAMM403.4	Evaluate the performance of digital and social media marketing strategies to acquire more marketing share.	L5

**Mapping of COs POs and PSOs**

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
M23MBAMM403.1	2	2			2			2
M23MBAMM403.2			2			2		
M23MBAMM403.3				3		2		2
M23MBAMM403.4		2	3	2			3	
M23MBAMM403	2	2	2.5	2.5	2	2	3	2

**9. Assessment Plan****Continuous Internal Assessment**

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	5				<b>5</b>
<b>Module 2</b>	5				<b>5</b>
<b>Module 3</b>	5				<b>10</b>
<b>Module 4</b>		5			<b>15</b>
<b>Module 5</b>		5	5	10	<b>5</b>
<b>Module 6</b>			5	5	<b>10</b>
<b>Total</b>	<b>15</b>	<b>10</b>	<b>10</b>	<b>15</b>	<b>50</b>

**SEE**

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	10				<b>10</b>
<b>Module 2</b>	10				<b>10</b>
<b>Module 3</b>	10				<b>20</b>
<b>Module 4</b>		10			<b>30</b>
<b>Module 5</b>		10	10	20	<b>10</b>
<b>Module 6</b>			10	10	<b>20</b>
<b>Total</b>	<b>30</b>	<b>20</b>	<b>20</b>	<b>30</b>	<b>100</b>

**Conditions for SEE Paper Setting****Semester End Examination**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.

- Each full question will have sub question covering all the topics.
- The students will have to answer 5 full questions; selecting 4 full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number 8 is compulsory.

### 10. Future with this Subject

The "Digital and Social Media Marketing" course in the fourth semester of the MBA program lays a strong foundation for Digital Marketing professionals. The future of digital marketing is bright because now there is more market and consumer awareness. The application of digital media marketing is making companies surge with demand and supplies of products to customers at a greater speed. Therefore, applying smart techniques with the help of various tools of digital marketing would benefit the companies to take advantage of the increasing demand in the customer segment and earn profit. Here are some notable changes:

- **Digitization:** Everything is becoming digitized and fully automated in the days to come. If people are using things that are connected to the internet, then advertisement agencies and digital marketers should also come up with ways where there is the maximum possibility of traffic coming. With everything becoming digital, the application of search engine optimization, social media marketing, and AdWords is going to help marketers to bag new opportunities and attract customers to purchase their products.
- **Network:** With more and more network towers coming up and new satellites being set up in the universe to make communication effective, the time is going to come when the network would be stronger than ever before. This is going to make things easy, quick, and transparent. Network availability and access are going to prove instrumental in making digital marketing the only way to reach customers.
- **Increased Demand:** The coming years are going to see customers getting more prosperous than ever before. With more purchasing power, people would want to purchase more products and services. This is going to facilitate things in the companies by making them available online to the customers and working with great speed to get the product delivered to them with no hassle. This is going to be another important tool that would lure customers and the fight would be about this aspect within the competitors.
- **Digital marketing** requires a unique combination of both creativity and technical knowledge. And so, digital marketers have to master a wide range of skills and tools in order to stay on top of the ever-growing digital media channels they used to create, deploy, manage, and track campaigns. In such a vast field, you will meet a variety of sections, each of which requires a unique skill set.
- **Data Analytics:** You must know how to use and understand Google Analytics or the alternatives, such as Google Tag Manager and SQL. Monitoring and reporting can be tricky, but it helps to understand your customer's behavior. With this knowledge, you can apply it to new solutions that boost traffic and conversions.
- **SEO (Search Engine Optimization):** Search Engine Optimization or SEO is structuring your content to show up on search engine websites (Google, Bing, Yahoo). Marketers will try to 'rank' a certain word or phrase relevant to their business so their potential customers will find them. This is called organic traffic. It's essential to know SEO if you want to become a successful digital marketer.
- **Content Marketing:** Content marketing refers to the creation and promotion of valuable content for the audience. It helps in establishing trust in the audience and attracting new visitors. All the content you see online, whether it's a blog article or a YouTube video, results from content marketing. Brands can help their prospects by solving their real-life problems through high-quality content.

<b>4<sup>th</sup> Semester</b>	<b>Professional Elective Course (PE) Integrated Marketing Communication</b>	<b>M23MBAMM404</b>
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**1. Prerequisites**

S/L	Proficiency	Prerequisites
1	Basic Understanding	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> Familiarity with the role of IMC and different promotional models.</li> <li>• <b>Understanding:</b> Effectiveness of communication in marketing.</li> </ul>
2	Problem-Solving Methods	<ul style="list-style-type: none"> <li>• <b>Differentiation:</b> Ability to classify the different factors to be considered to deliver the information to consumers.</li> <li>• <b>Skills:</b> Capability to take proper decision by media planning and identifying the agencies.</li> </ul>
3	Market Relevant Skill Sets	<ul style="list-style-type: none"> <li>• <b>Understanding:</b> Advertising, media planning, creativity and innovation towards promotional activities.</li> <li>• <b>Application:</b> Ability to apply the marketing and promotion process model.</li> </ul>

**2. Competencies**

S/L	Competency	KSA Description
1	Integrated Marketing Communication	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Grasping the role of IMC in marketing process.</li> <li>○ Applying conceptual knowledge to practical marketing environment.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Analysing and interpreting effectiveness of marketing communication.</li> <li>○ Applying the basic steps in developing IMC programme.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the importance of advertising and functions of IMC.</li> <li>○ Appreciation for understanding advertising appeal in various stages of PLC.</li> </ul> </li> </ul>
2	Advertising Agency	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the importance of agencies and services offered by agencies.</li> <li>○ Classification of different agencies in selection of agency and various budgeting methods.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Understanding the concept of budgeting and DAGMAR approach.</li> <li>○ Identifying the criteria for selecting the Ad agencies and evaluation.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Openness to various decisions making approaches to select agency.</li> <li>○ Appreciation for the goal setting in advertising.</li> </ul> </li> </ul>
3	Media Planning	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the factors considered in media planning and importance of headline and body copy.</li> <li>○ Classification of media which helps in developing media plan.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Applying the various creative strategies for media and evaluation of media.</li> <li>○ Demonstrating effectiveness advertising media to encounter the problems.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Creating creative strategies and its implementation in media planning.</li> </ul> </li> </ul>
4	Direct Marketing, Promotions, Public Relation/Publicity, Corporate Advertising	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the importance of direct marketing, promotions, Public relation/publicity, corporate advertising.</li> <li>○ Classification of promotional tools used in IMC.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Applying the various tools of public relations and promotions.</li> <li>○ Demonstrating effective steps for strategies for direct marketing and public relations.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Creating strategies for the different promotional tools.</li> </ul> </li> </ul>
5	Monitoring Evaluation and Control	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the concept Advertising.</li> <li>○ Ability to evaluate the advertising.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Developing effectiveness in advertising and evaluation.</li> <li>○ Implementing the various methods used for evaluation of advertising.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the measurement of Advertising.</li> </ul> </li> </ul>
6	International Advertising, Industrial Advertising, Internet Advertising, Advertising Law and Ethics	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Introduction to International advertising, industrial advertising, internet advertising, advertising law and ethics.</li> <li>○ Ability to set the strategies for International advertising, industrial advertising, internet advertising, advertising law and ethics. And intellectual property rights.</li> </ul> </li> <li>• <b>Understanding:</b> <ul style="list-style-type: none"> <li>○ Understanding the various decision areas in International advertising, challenges in B2B communication.</li> <li>○ Analysing the various types of internet advertising and its advantages and disadvantages..</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the Global environment in advertising.</li> <li>○ Appreciation for enhancing the ethics in advertising.</li> </ul> </li> </ul>

### 3. Syllabus

Integrated Marketing Communication			
Course Code	M23MBAMM404	CIE Marks	50
Teaching Hours/Week (L:P&SDA)	2:2	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
<b>Course Objectives: This course will enable the students</b> <ul style="list-style-type: none"> <li>• To build a comprehensive framework for integrated marketing communications.</li> <li>• To study the advertising, publicity, personal selling, direct marketing and sales promotion.</li> <li>• To enhance knowledge of emerging trends in integrated marketing communications.</li> <li>• To acquaint the students with the latest technologies related to advertising &amp; incorporate advertising laws &amp; ethics.</li> </ul>			
<b>Module 1: Introduction to IMC</b>			<b>(6 hours)</b>

Integrated Marketing Communication: Role of IMC in marketing process, IMC planning model, Marketing and promotion Process model. Communication Process, steps involved in developing IMC programme, Effectiveness of marketing communications. Advertising: Meaning and importance, Functions, Types, Advertising Vs Marketing mix & Advertising appeal in various stages of PLC. <b>Relevant Case Study</b>
<b>Module 2: Advertising Agency &amp; Budgeting (6 hours)</b>
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. <b>Relevant Case Study</b>
<b>Module 3: Media Planning &amp; Strategy (7 hours)</b>
Factors considered in Media Planning, Developing Media plan, Importance, Problems encountered, Advertising Media, evaluation of print media, media support in advertising. Media strategy: Creativity, Elements of creative strategies and its implementation & Importance of Headline and body copy. <b>Relevant Case Study</b>
<b>Module 4: Promotions Tools in IMC (7 hours)</b>
Direct Marketing: Features, Functions, Growth, Advantages / Disadvantages, And Direct Marketing Strategies. Promotion: Meaning, Importance, tools used for promotions, push & pull strategies, Co-operative advertising, Integration with advertising and publicity. Public relation / Publicity:-Meaning, Objectives, tools of public relations, Public Relation strategies, objectives of publicity. Corporate Advertising – Meaning and Role, Types, Limitations & PRVs Publicity. <b>Relevant Case Study</b>
<b>Module 5: Monitoring, Evaluation of Advertising (7 hours)</b>
Measurement in advertising, various methods used for evaluation of Advertising, Pre-testing & Post testing. <b>Relevant Case Study</b>
<b>Module 6: International Advertising and Future of IMC (7 hours)</b>
<b>International Advertising:</b> Global environment in advertising & Decision are as in international advertising. <b>Industrial Advertising:</b> B2BCommunication & challenges in B2B communication. <b>Internet Advertising:</b> Meaning, Components, Advantages and Limitations & Types of Internet advertising. <b>Advertising Laws &amp; Ethics:</b> Ethics in Advertising & Intellectual Property Rights. <b>Relevant Case Study</b>
<b>Suggested Learning Resources:</b>
<b>Recommended Books</b>
1. Advertising and Promotions IMC Perspectives: Belchand Belch, 9/e, Tata Mc Graw Hill, 2012.
2. Advertising & Integrated Brand Promotion - O'Guinn, Allen, Semenik, Cengage Learning, 2008.
<b>Reference Books</b>
1. Integrated Advertising, Promotion, and Marketing Communications, Global Edition, Kenneth E Clow, Donald E Baack, 9 <sup>th</sup> edition Published by Pearson, Copyright © 2022.
2. Advertising an IMC Perspective, S.N. Murthy & U Bhojanna, Excel Books, 2007.
<b>Web Links and Video Lectures (e-Resources):</b>
<ul style="list-style-type: none"> <li>• <a href="https://www.digimat.in/nptel/courses/video/110107158/L04.html">https://www.digimat.in/nptel/courses/video/110107158/L04.html</a></li> <li>• <a href="https://www.academia.edu/13180608/E_Book_IMC_Integrated_Marketing_Communication">https://www.academia.edu/13180608/E_Book_IMC_Integrated_Marketing_Communication</a></li> <li>• <a href="https://www.pdfdrive.com/integrated-marketing-communications-d41011351.html">https://www.pdfdrive.com/integrated-marketing-communications-d41011351.html</a></li> <li>• <a href="https://www.digimat.in/nptel/courses/video/110107158/L03.html">https://www.digimat.in/nptel/courses/video/110107158/L03.html</a></li> <li>• <a href="https://www.youtube.com/watch?v=GyxdlocMSPY">https://www.youtube.com/watch?v=GyxdlocMSPY</a></li> <li>• <a href="https://www.youtube.com/watch?v=dQNRWF1BaTc">https://www.youtube.com/watch?v=dQNRWF1BaTc</a></li> <li>• <a href="https://www.youtube.com/watch?v=joyTZI5isp4">https://www.youtube.com/watch?v=joyTZI5isp4</a></li> <li>• <a href="https://www.youtube.com/watch?v=iGZZqpytetE">https://www.youtube.com/watch?v=iGZZqpytetE</a></li> <li>• <a href="https://www.youtube.com/watch?v=-WXxxR-Ry3E">https://www.youtube.com/watch?v=-WXxxR-Ry3E</a></li> <li>• <a href="http://www.gurukpo.com">http://www.gurukpo.com</a></li> </ul>



- <https://www.youtube.com/watch?v=uuFGD7eCrhc>

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

#### **Skill Development Activities Suggested**

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

#### **4. Syllabus Timeline**

S/L	Syllabus Timeline	Description
1	Week 1-2: Introduction to IMC	<ul style="list-style-type: none"> <li>• <b>Integrated Marketing Communication:</b> Role of IMC in marketing process, IMC planning model, Marketing and promotion Process model</li> <li>• <b>Communication Process,</b> steps involved in developing IMC programme, Effectiveness of marketing communications</li> <li>• <b>Advertising:</b> Meaning and importance, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC</li> <li>• <b>Relevant Case Study</b></li> </ul>
2	Week 3-4: Advertising Agency & Budgeting	<ul style="list-style-type: none"> <li>• <b>Advertising Agency:</b> Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation</li> <li>• <b>Advertising objectives and Budgeting:</b> Goal setting – DAGMAR approach, various budgeting methods used.</li> <li>• <b>Relevant Case Study</b></li> </ul>
3	Week 5-6: Media Planning & Strategy	<ul style="list-style-type: none"> <li>• <b>Media Planning:</b> Factors considered in Media Planning, Developing Media plan, Importance, Problems encountered, Advertising Media, evaluation of print media, media support in advertising</li> <li>• <b>Media Strategy:</b> Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy</li> <li>• <b>Relevant Case Study</b></li> </ul>
4	Week 7-8: Promotions Tools in IMC	<ul style="list-style-type: none"> <li>• <b>Direct Marketing:</b> Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies</li> <li>• <b>Promotion:</b> Meaning, Importance, tools used for promotions, pushpull strategies, Co-operative advertising, Integration with advertising and publicity</li> <li>• <b>Public relation / Publicity:</b> Meaning, Objectives, tools of public relations, Public Relation strategies, objectives of publicity</li> <li>• <b>Corporate Advertising:</b> Meaning and Role, Types, Limitations, PRVs Publicity</li> <li>• <b>Relevant Case Study</b></li> </ul>
5	Week 9-10: Monitoring, Evaluation of Advertising	<ul style="list-style-type: none"> <li>• <b>Monitoring, Evaluation and Control:</b> Measurement in advertising, various methods used for evaluation of Advertising, Pre-testing, Post testing</li> </ul>

		<ul style="list-style-type: none"> <li>• <b>Relevant Case Study</b></li> </ul>
6	Week 11-12: International Advertising and Future of IMC	<ul style="list-style-type: none"> <li>• <b>International Advertising:</b> Global environment in advertising, Decision are as in international advertising</li> <li>• <b>Industrial Advertising:</b> B2B Communication, challenges in B2B communication</li> <li>• <b>Internet Advertising:</b> Meaning, Components, Advantages and Limitations, Types of Internet advertising</li> <li>• <b>Advertising Laws &amp; Ethics:</b> Ethics in Advertising, Intellectual Property Rights</li> <li>• <b>Relevant Case Study</b></li> </ul>

### 5. Teaching Learning Process Strategies

S/L	TLP Strategies:	Description
1	Lecture Method	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves the traditional format of a teacher delivering information to students.</li> <li>○ The instructor explains concepts, theories, and principles related to the course.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ The lecture method is effective for presenting foundational knowledge, theoretical concepts, and frameworks.</li> <li>○ It provides a structured way to convey information and ensures that all students receive the same content.</li> <li>○ Visual aids, multimedia, and interactive elements can enhance engagement during lectures.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for introducing new topics, theoretical foundations, and fundamental principles in IMC.</li> </ul> </li> </ul>
2	Case Studies and Group Discussions	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves presenting real or hypothetical scenarios for analysis and discussion.</li> <li>○ Students collaboratively discuss, analyze, and propose solutions to case-based problems.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Encourages critical thinking, decision making, and application of theoretical knowledge to practical situations.</li> <li>○ Fosters active participation, communication skills, and the exchange of diverse perspectives among students.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing analytical skills, decision-making abilities, and understanding the practical implications of marketing concepts.</li> </ul> </li> </ul>
3	Role Plays and Simulations	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Students enact specific roles in simulated scenarios that mirror real-world situations.</li> <li>○ Simulations replicate aspects of the business environment to provide hands-on experience.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Enhances experiential learning by allowing students to apply</li> </ul> </li> </ul>

		<p>theoretical concepts in simulated real-world contexts.</p> <ul style="list-style-type: none"> <li>○ Develops interpersonal and communication skills as students actively engage in different roles and scenarios.</li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing practical skills, interpersonal communication, and understanding the dynamics in emerging trends in IMC.</li> </ul> </li> </ul>
4	Real-world Applications and Industry Guest Lectures	<ul style="list-style-type: none"> <li>● <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves integrating real-world examples, case studies, and experiences into the learning process.</li> <li>○ Industry professionals or experts are invited to deliver lectures or share insights with students.</li> </ul> </li> <li>● <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing how concepts are applied in actual business settings.</li> <li>○ Provides students with valuable insights, industry perspectives, and networking opportunities.</li> </ul> </li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Enhances students' understanding of the practical relevance to marketing exposures.</li> <li>○ Fosters connections between academia and industry, exposing students to real-world challenges and solutions.</li> </ul> </li> </ul>
5	<p><b>Overall Integration:</b> These teaching-learning strategies can be integrated for a well-rounded and comprehensive learning experience.</p> <p>For example, a case study can be followed by a group discussion to encourage collaborative decision making, and a related role-play or simulation can provide a hands-on application of the concepts learned. Guest lecturers from industry professionals can further enrich the learning experience by providing real-world insights and practical examples related to the course content.</p>	
6	<p><b>Adaptability:</b> Flexibility is key, and instructors may choose to adapt and combine these strategies based on the specific objectives of each module or lesson.</p> <p>Regular feedback and assessment can help gauge the effectiveness of these strategies and make adjustments as needed.</p>	

## 6. Assessment Details

### Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

#### Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

#### CIE Marks shall be based on:

- a) Tests (for 25 Marks) and
- b) Assignments, presentations, quiz, simulation, experimentation, mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary

supporting documents for same.

#### Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer 5 full questions; selecting 4 full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number 8 is compulsory.

#### 7. Learning Objectives

S/L	Learning Objectives	Description
1	Understanding the Concept of IMC and IMC Programme	Students will comprehend various concepts related to IMC and, understanding the effectiveness of marketing communication.
2	Advertising	Gain knowledge about the different types of advertisements and difference between advertising and marketing mix. Explore DAGMAR approach.
3	Advertising Agency and Advertising Budgeting	Gain knowledge and skills related to understanding the types of Ad agencies and services offered by agencies, various methods of budgeting in advertising.
4	Media Planning	Develop knowledge and skills in developing the media plan, and creativity in media strategy.
5	Promotions	Understand the roles of promotions and explore the tools used for promotional activities.
6	Measurement of Advertising	Understand and Explore the various methods used for evaluation of advertising.
7	International Advertising and Internet Advertising	Understand the concept of international advertising and global environment by considering the decision arrear in International advertising. Understand the concept of Internet advertising and its advantages and limitations in current scenario by considering the different types of internet advertising.
8	Advertising Law and Ethics	Understanding the ethics in advertising and Intellectual property rights will help the companies as well the customers to build good relationship and enhance he loyalty towards the product.

#### 8. Course Outcomes and Mapping with POs / PSOs

##### Course Outcomes

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

COs	Description	Blooms Level
M23MBAMM404.1	Understand the fundamental concepts of integrated marketing communication to operate business systematically.	L2
M23MBAMM404.2	Identify various factors influencing integrated marketing communication to generate suitable strategies..	L3
M23MBAMM404.3	Analyze techniques of integrated marketing communication to accomplish successful business.	L4

M23MBAMM404.4	Evaluate the uncertainties and risk bounded in integrated marketing communication to resolve contemporary problems of the business world.	L5
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**Mapping of COs POs and PSOs**

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
M23MBAMM404.1	2			2		2		
M23MBAMM404.2		2		2				
M23MBAMM404.3	2	2	2		2	2	2	
M23MBAMM404.4		2			3			2
M23MBAMM404	2	2	2	2	2.5	2	2	2

**9. Assessment Plan****Continuous Internal Assessment**

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	10				10
<b>Module 2</b>		10			10
<b>Module 3</b>			10		10
<b>Module 4</b>				10	10
<b>Module 5</b>			5		5
<b>Module 6</b>				5	5
<b>Total</b>	<b>10</b>	<b>10</b>	<b>15</b>	<b>15</b>	<b>50</b>

**SEE**

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	20				20
<b>Module 2</b>		20			20
<b>Module 3</b>			20		20
<b>Module 4</b>				20	20
<b>Module 5</b>			10		10
<b>Module 6</b>				10	10
<b>Total</b>	<b>20</b>	<b>20</b>	<b>30</b>	<b>30</b>	<b>100</b>

**Conditions for SEE Paper Setting****Semester End Examination**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer 5 full questions; selecting 4 full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number 8 is compulsory.

**10. Future with this Subject**

The "**Integrated Marketing Communication**" course in the fourth semester of the MBA program lays a strong foundation for several future courses in the graduate program. The world of marketing has evolved significantly since the turn of the century. With advancements in technology and a deeper understanding of IMC, marketers are constantly adapting to new trends and challenges.

- **Updated Curriculum:** Incorporating latest trends, tools, and technologies in IMC, such as AI, data analytics, and digital marketing platforms.
- **Practical Applications:** More emphasis on real-world case studies, group projects, and industry collaborations to apply theoretical concepts to practical scenarios
- **Digital Literacy:** Developing skills in digital marketing tools, data analysis, and social media management to prepare students for the modern marketing landscape.
- **Specializations:** Offering electives or specializations in areas like digital marketing, brand management, or marketing analytics to cater to diverse student interests.
- **Industry Partnerships:** Collaborating with marketing firms, agencies, or brands to provide students with hands-on experience, mentorship, and job opportunities.
- **Assessment Methods:** Incorporating innovative assessment methods like simulations, marketing plans, or pitch competitions to evaluate student learning.
- **Focus on Emerging Channels:** Exploring emerging channels like podcasts, influencer marketing, or virtual events, and their integration into IMC strategies.
- **Global Perspectives:** Incorporating global marketing cases, examples, and best practices to prepare students for international marketing roles.
- **Ethics and Sustainability:** Integrating discussions on marketing ethics, social responsibility, and sustainability to foster responsible marketing practices.

In this future landscape, marketers are equipped with a diverse skill set and a deep understanding of the dynamic marketing ecosystem. They leverage technology, data, and creativity to drive innovation and achieve tangible results in an ever-evolving marketplace. By incorporating these elements, the IMC course can provide 4th-semester MBA students with a comprehensive understanding of integrated marketing communication principles, preparing them for successful marketing careers.

<b>4<sup>th</sup> Semester</b>	<b>Professional Elective Course (PE) Strategic Brand Management</b>	<b>M23MBAMM405</b>
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**1. Prerequisites**

S/L	Proficiency	Prerequisites
1	Basic Understanding	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> Familiarity with basic branding concepts, including brand identity, brand equity, and brand loyalty, is necessary to build and manage a strong brand.</li> <li>• <b>Understanding:</b> Fundamental marketing concepts, such as market segmentation, targeting, and positioning, is essential for effectively managing and positioning a brand.</li> </ul>
2	Problem Solving Methods	<ul style="list-style-type: none"> <li>• <b>Differentiation:</b> Determine brand distinct from competitors. This could be a unique feature, benefit, or value that resonates with your target audience.</li> <li>• <b>Skills:</b> Develop a strong brand identity that communicates your company's distinctiveness through a recognizable name, logo, slogan, and visual components.</li> </ul>
3	Industry Relevant Skill Sets	<ul style="list-style-type: none"> <li>• <b>Understanding:</b> Skills in developing and maintaining a strong brand identity, including visual elements</li> <li>• <b>Application:</b> Ability to develop and implement comprehensive brand strategies that align with business goals and market opportunities.</li> </ul>

**2. Competencies**

S/L	Competency	KSA Description
1	Introduction	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understand the basic concepts of what a brand is, including brand identity, brand equity, and brand value.</li> <li>○ Familiarity with the foundational principles of branding and the role it plays in consumer perception and business strategy.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Ability to analyze and evaluate different brand elements, such as logos, slogans, and brand messaging, for consistency and effectiveness.</li> <li>○ Ability to effectively use brand management strategies to build, preserve, and improve brand value over time.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Understanding of the strategic role that branding plays in influencing consumer perception and promoting corporate success.</li> <li>○ Maintaining brand integrity and consistency across all marketing and communication channels.</li> </ul> </li> </ul>
2	Brand Equity	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the components of brand equity, including brand awareness, brand loyalty, perceived quality, and brand associations.</li> <li>○ Familiarity with techniques for assessing and evaluating brand equity, including financial measures, customer feedback, and surveys.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Ability to develop strategies that enhance brand equity through consistent brand messaging and customer engagement.</li> <li>○ Proficiency in using research tools to assess and monitor changes in</li> </ul> </li> </ul>

		<p>brand equity over time.</p> <ul style="list-style-type: none"> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Commitment to maintaining and growing brand equity by delivering consistent value and a positive brand experience.</li> <li>○ Dynamic strategy for safeguarding brand equity through risk mitigation, reputation management, and adaptability to market shifts.</li> </ul> </li> </ul>
3	Brand Knowledge	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understand the brand's history, values, and unique selling proposition.</li> <li>○ Awareness of the logo's history, design principles, and its role in brand recognition.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Ability to apply brand guidelines to ensure consistent use of the logo across all platforms.</li> <li>○ Ability to communicate the brand's value proposition clearly to different stakeholders.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Staying informed about industry trends and evolving consumer preferences.</li> <li>○ Logo's role in shaping brand perception and customer trust.</li> </ul> </li> </ul>
4	Brand Hierarchy	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding of brand hierarchy principles, including how to organize and structure multiple brands under a single corporate umbrella.</li> <li>○ Familiarity with different brand architecture models and their strategic implications</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Ability to design and implement an effective brand architecture that optimizes brand equity.</li> <li>○ Managing the relationships between parent brands, sub-brands, and product lines.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Maintaining a cohesive brand portfolio that enhances overall brand value while respecting the unique identity of each brand.</li> <li>○ Brand hierarchy decisions with long-term business goals and market positioning.</li> </ul> </li> </ul>
5	Establishing Brand Equity Management Systems	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the key components of brand equity, including brand awareness, brand loyalty, perceived quality, and brand associations.</li> <li>○ Tools for measuring and tracking brand equity over time, such as brand audits and brand valuation model.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Ability to design and implement brand equity tracking systems that monitor the performance of brand-building.</li> <li>○ Analyzing data from various sources to make informed decisions about brand strategy.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Commitment to continuous improvement in brand management processes.</li> </ul> </li> </ul>



		<ul style="list-style-type: none"> <li>○ Identifying potential threats to brand equity and taking timely action to mitigate risks.</li> </ul>
6	Global Branding	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding of cultural differences and how they impact brand perception across different regions time, such as brand audits and brand valuation model.</li> <li>○ Familiarity with global market trends, consumer behavior, and international marketing strategies.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Adapt branding strategies to suit diverse global markets while maintaining brand consistency.</li> <li>○ Managing cross-cultural communication and collaborating with international teams to ensure brand alignment.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Cultural sensitivity to respect and embrace diverse perspectives in global branding.</li> <li>○ Continuous learning and staying updated on global branding practices and emerging markets.</li> </ul> </li> </ul>

### 3. Syllabus

Strategic Brand Management			
<b>Course Code</b>	<b>M23MBAMM405</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P&amp;SDA)</b>	<b>2:2</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>40</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>03</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Objectives: This course will enable the students</b>			
<ul style="list-style-type: none"> <li>• Understand the fundamental concepts of brand management and brand equity.</li> <li>• Explore the historical evolution of branding and its impact on modern marketing.</li> <li>• Analyze current trends and challenges in brand management.</li> <li>• Develop strategies for building, measuring and managing brand equity.</li> </ul>			
<b>Module 1: Introduction</b>			<b>(6 hours)</b>
Meaning of Brand, Concepts, Evolution of Brands, Functions of Brand to consumer, Role of Brand - Advantages of Brand, Product Vs Brand. <b>Branding</b> - Meaning, Creation of Brands through goods, services, people, Organization, Retail stores, places, online, entertainment, ideas, challenges to Brand builders. <b>Brand Management</b> - Meaning & Definition. Strategic Brand Management Process - Meaning, Steps in Brand Management Process & Strong Indian Brands.			
<b>Module 2: Brand Equity</b>			<b>(6 hours)</b>
Meaning, Sources, Steps in Building Brands, Keller's brand equity model, Brand Building Implications, David Aaker's Brand Equity Model. Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Brand identity prism. Brand positioning: Meaning, Point of parity & Point of difference, positioning guidelines, Brand Value: Definition, Core Brand values, Brand mantras & Internal branding.			
<b>Module 3: Meaning of Brand Knowledge</b>			<b>(7 hours)</b>
Dimensions of Brand Knowledge, Meaning of Leveraging Secondary Brand Knowledge & Conceptualizing the leverage process. Criteria for choosing brand elements, Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, Packaging & Leveraging Brand Knowledge.			
<b>Module 4: Brand Hierarchy</b>			<b>(7 hours)</b>
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, Freerider effects, Benefits for later entrants & Imitation Strategies.
<b>Module 5: Establishing Brand Equity Management Systems (7 hours)</b>
Methods for measuring Brand Equity - Quantitative Techniques & Quantitative Techniques, Making Brands go Global: Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favoring marketing, barriers to globalization & managerial blockages.
<b>Module 6: Global Branding (7 hours)</b>
Organization for a global brand, pathways to globalization. Luxury Brand Management: Luxury definition and relativity, luxury goods and luxury brands, basic psychological phenomena associated with luxury purchase, luxury marketing mix, luxury retail, international luxury markets: historical leaders & emerging countries.
<b>Suggested Learning Resources:</b>
<b>Recommended Books</b>
1. Strategic Brand Management, Building Measuring & Managing, Kevin Lane Keller, Pearson Education Latest Edition.
2. Strategic Brand Management Jean, Noel, Kapferer Kogan Page India, Latest Edition.
<b>Reference Books</b>
1. Brand Building and Advertising Concepts and Cases, MB Parameswaran Tata Mc Graw Hill Publication Latest Edition.
<b>Web Links and Video Lectures (e-Resources):</b>
<ul style="list-style-type: none"> <li>• <a href="https://www.digimat.in/nptel/courses/video/110107158/L04.html">https://www.digimat.in/nptel/courses/video/110107158/L04.html</a></li> <li>• <a href="https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGS9u7HAX.;_ylu=Y29sbwNzZzMEcG9zAzEEEnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2finfolearners.com%2febooks%2fstrategic-brand-management-keller-4th-edition-pdf-free-download%2f/RK=2/RS=U5OgBIEUZ62VbrTFMU6vraNPfSU-">https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGS9u7HAX.;_ylu=Y29sbwNzZzMEcG9zAzEEEnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2finfolearners.com%2febooks%2fstrategic-brand-management-keller-4th-edition-pdf-free-download%2f/RK=2/RS=U5OgBIEUZ62VbrTFMU6vraNPfSU-</a></li> <li>• <a href="https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGTdu7HAX.;_ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2finfolearners.com%2febooks%2fstrategic-brand-management-kevin-lane-keller-pdf%2f/RK=2/RS=sD1VpREzcn0kxS0pjjXk6qwLD8Y-">https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGTdu7HAX.;_ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2finfolearners.com%2febooks%2fstrategic-brand-management-kevin-lane-keller-pdf%2f/RK=2/RS=sD1VpREzcn0kxS0pjjXk6qwLD8Y-</a></li> <li>• <a href="https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGVdu7HAX.;_ylu=Y29sbwNzZzMEcG9zAzMEDnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2fsites.google.com%2fsite%2fonlineamazonbookdownload%2f-pdf-download-strategic-brand-management-pdf-by-kevin-lane-keller/RK=2/RS=z1m_wvr1.oNfn.v1DhFqibGa90E-">https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGVdu7HAX.;_ylu=Y29sbwNzZzMEcG9zAzMEDnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2fsites.google.com%2fsite%2fonlineamazonbookdownload%2f-pdf-download-strategic-brand-management-pdf-by-kevin-lane-keller/RK=2/RS=z1m_wvr1.oNfn.v1DhFqibGa90E-</a></li> </ul>
<b>Note: The afore said links and study material suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.</b>
<b>Skill Development Activities Suggested</b>
<ul style="list-style-type: none"> <li>• Go to a super market and find the brand elements in various brands of soaps, mobiles, jeans, and other product.</li> <li>• If you would start an MBA College, what would the positioning be with POP's and POD's?</li> <li>• Pick up your college, analyze its positioning and how would you reposition it?</li> <li>• Pick a multiproduct company and as completely as possible analyze its brand portfolio and brand extensions?</li> <li>• Consider some groups like Tata's, Birla's, Infosys etc – what is their branding strategy.</li> <li>• Students are supposed to assess the product life cycle and appraisal tentative approaches to luxury brand management.</li> <li>• Students can select any two popular brands and identify and examine the criteria for success in the luxury brand industry.</li> </ul>

## 4. Syllabus Timeline

S/L	Syllabus Timeline	Description
1	Week 1-2: Introduction	<ul style="list-style-type: none"> <li>• Meaning of Brand, Concepts</li> <li>• Evolution of Brands</li> <li>• Functions of Brand to consumer</li> <li>• Role of Brand-Advantages of Brand Product Vs Brand</li> <li>• Branding - Meaning, Creation of Brands through goods, services, people, Organization, Retail stores, places, online, entertainment, ideas, challenges to Brand builders</li> <li>• Brand Management-Meaning &amp; Definition</li> <li>• Strategic Brand Management Process - Meaning</li> <li>• Steps in Brand Management Process, Strong Indian Brands</li> </ul>
2	Week 3-4: Brand Equity	<ul style="list-style-type: none"> <li>• Brand Equity: Meaning, Sources</li> <li>• Steps in Building Brands</li> <li>• Keller's brand equity model</li> <li>• Brand Building Implications David Aaker's Brand Equity Model</li> <li>• Brand Identity &amp; Positioning: Meaning of Brand identity</li> <li>• Need for Identity &amp; Positioning</li> <li>• Brand identity prism</li> <li>• Brand positioning: Meaning</li> <li>• Point of parity &amp; Point of difference</li> <li>• Positioning Guidelines</li> <li>• Brand Value: Definition, Core Brand values</li> <li>• Brand mantras, Internal branding</li> </ul>
3	Week 5-6: Meaning of Brand Knowledge	<ul style="list-style-type: none"> <li>• Dimensions of Brand Knowledge</li> <li>• Meaning of Leveraging Secondary Brand Knowledge &amp; Conceptualizing the leverage process</li> <li>• Criteria for choosing brand elements</li> <li>• Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos &amp; Symbols &amp; their benefits</li> <li>• Characters &amp; Benefits</li> <li>• Slogans &amp; Benefits</li> <li>• Packaging. Leveraging Brand Knowledge</li> </ul>
4	Week 7-8: Brand Hierarchy	<ul style="list-style-type: none"> <li>• Branding strategy</li> <li>• Brand extension and brand transfer</li> <li>• Managing Brands overtime</li> <li>• Brand Architecture and brand consolidation</li> <li>• Brand Imitations: Meaning of Brand Imitation, Kinds of imitations</li> <li>• Factors affecting Brand Imitation</li> <li>• Imitation Vs Later market entry</li> <li>• First movers advantages, Freerider effects</li> <li>• Benefits for later entrants</li> <li>• Imitation Strategies</li> </ul>
5	Week 9-10: Establishing Brand Equity	<ul style="list-style-type: none"> <li>• Methods for measuring Brand Equity</li> <li>• Quantitative Techniques &amp; Quantitative Techniques</li> <li>• Making Brands go Global: Geographic extension</li> </ul>

	Management Systems	<ul style="list-style-type: none"> <li>• Sources of opportunities for global brand</li> <li>• Single name to global brand</li> <li>• Consumers &amp; globalization</li> <li>• Conditions favoring marketing</li> <li>• Barriers to globalization</li> <li>• Managerial blockages</li> </ul>
6	Week 11-12: Global Branding	<ul style="list-style-type: none"> <li>• Organization for a global brand</li> <li>• Pathways to globalization</li> <li>• Luxury Brand Management: Luxury definition and relativity</li> <li>• Luxury goods and luxury brands</li> <li>• Basic psychological phenomena associated with luxury purchase</li> <li>• Luxury marketing mix, luxury retail</li> <li>• International luxury markets: historical leaders and emerging countries.</li> </ul>

### 5. Teaching Learning Process Strategies

S/L	TLP Strategies:	Description
1	Lecture Method	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves the traditional format of a teacher delivering information to students.</li> <li>○ The instructor explains concepts, theories, and principles related to the course.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ The lecture method is effective for presenting foundational knowledge, theoretical concepts, and frameworks.</li> <li>○ It provides a structured way to convey information and ensures that all students receive the same content.</li> <li>○ Visual aids, multimedia, and interactive elements can enhance engagement during lectures.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for introducing new topics, theoretical foundations, and fundamental principles in management and organizational behavior.</li> </ul> </li> </ul>
2	Case Based Teaching and Class Room Discussions	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves presenting real or hypothetical scenarios for analysis and discussion.</li> <li>○ Students collaboratively discuss, analyze, and propose solutions to case-based problems.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Encourages critical thinking, problem-solving, and application of theoretical knowledge to practical situations.</li> <li>○ Fosters active participation, communication skills, and the exchange of diverse perspectives among students.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing analytical skills, decision-making abilities, and understanding the practical implications of brand concepts.</li> </ul> </li> </ul>
3	Role Plays, Videos and Simulations	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Students enact specific roles in simulated scenarios that mirror real-world situations.</li> <li>○ Simulations replicate aspects of the business environment to provide</li> </ul> </li> </ul>

		<p>hands-on experience.</p> <ul style="list-style-type: none"> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Enhances experiential learning by allowing students to apply theoretical concepts in simulated real-world contexts.</li> <li>○ Develops interpersonal and communication skills as students actively engage in different roles and scenarios.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing practical skills, interpersonal communication, and understanding the dynamics of organizational behavior.</li> </ul> </li> </ul>
4	Workshop from Practitioners and Guest Lectures	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves integrating real-world examples, case studies, and experiences into the learning process.</li> <li>○ Industry professionals or experts are invited to deliver lectures or share insights with students.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing how concepts are applied in actual business settings.</li> <li>○ Provides students with valuable insights, industry perspectives, and networking opportunities.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Enhances students' understanding of the practical relevance of management and organizational behavior concepts.</li> <li>○ Fosters connections between academia and industry, exposing students to real-world challenges and solutions.</li> </ul> </li> </ul>
5	<p>Overall Integration: These teaching-learning strategies can be integrated for a well-rounded and comprehensive learning experience.</p> <p>For example, a case study can be followed by a group discussion to encourage collaborative problem-solving, and a related role-play or simulation can provide a hands-on application of the concepts learned. Guest lecturers from industry professionals can further enrich the learning experience by providing real-world insights and practical examples related to the course content.</p>	
6	<p>Adaptability: Flexibility is key and instructors may choose to adapt and combine these strategies based on the specific objectives of each module or lesson.</p> <p>Regular feedback and assessment can help gauge the effectiveness of these strategies and make adjustments as needed.</p>	

## 6. Assessment Details

### Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

### Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

### CIE Marks shall be based on:

- a) Tests (for 25 Marks) and

b) Assignments, presentations, quiz, simulation, experimentation, mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

#### Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer 5 full questions; selecting 4 full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number 8 is compulsory.

### 7. Learning Objectives

S/ L	Learning Objectives	Description
1	Understanding Brand Fundamentals	Grasp the core concepts of branding, including brand identity, equity, and positioning. Understand how these elements contribute to a brand's overall strategy.
2	Brand Equity Management	Learn how to measure and manage brand equity, including how to build, maintain, and leverage it to create value for the business.
3	Strategic Brand Positioning	Develop skills to create and implement effective brand positioning strategies that differentiate the brand in the marketplace and resonate with target audiences.
4	Brand Portfolio Management	Understand how to manage a portfolio of brands, including decisions related to brand extensions, mergers, and acquisitions.
5	Consumer Insights and Brand Relationships	Gain insights into consumer behavior and how to build strong relationships between the brand and its customers. Learn to use consumer insights to inform brand strategy.
6	Global Brand Management	Explore the challenges and strategies associated with managing a brand on a global scale, including cultural adaptation and maintaining brand consistency across different markets.
7	Brand Innovation and Development	Understand the role of innovation in brand management, including how to develop new brand concepts and refresh existing ones to stay relevant in the market.
8	Brand Performance Measurement	Learn methods to evaluate the effectiveness of branding efforts, including the use of key performance indicators (KPIs) and brand audits.

### 8. Course Outcomes and Mapping with POs / PSOs

#### Course Outcomes

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

COs	Description	Blooms Level
M23MBAMM405.1	Understanding the concepts and activities of brand, branding, and brand management in shaping a company's identity.	L2
M23MBAMM405.2	Apply branding strategies by creating and promoting a unique product identity to attract the customers.	L3
M23MBAMM405.3	Analyze managerial and behavioural insights to build brand equity	L4

	effectively.	
M23MBAMM405.4	Evaluate the global brands, their impact on brand positioning and success for global competition.	L5

**Mapping of COs POs and PSOs**

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
M23MBAMM405.1	3					3		
M23MBAMM405.2		2				2	3	
M23MBAMM405.3			3	2			2	
M23MBAMM405.4				3	2			2
M23MBAMM405	3	2	3	2.5	2	2.5	2.5	2

## 9. Assessment Plan

### Continuous Internal Assessment

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	2.5	2.5	2.5		<b>7.5</b>
<b>Module 2</b>	2.5	2.5	2.5		<b>7.5</b>
<b>Module 3</b>	2.5		2.5		<b>5</b>
<b>Module 4</b>	2.5		2.5	5	<b>10</b>
<b>Module 5</b>			5	5	<b>10</b>
<b>Module 6</b>		5	5		<b>10</b>
<b>Total</b>	<b>10</b>	<b>10</b>	<b>20</b>	<b>10</b>	<b>50</b>

### SEE

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	5	5	5		<b>15</b>
<b>Module 2</b>	5	5	5		<b>15</b>
<b>Module 3</b>	5		5		<b>10</b>
<b>Module 4</b>	5		5	10	<b>20</b>
<b>Module 5</b>			10	10	<b>20</b>
<b>Module 6</b>		10	10		<b>20</b>
<b>Total</b>	<b>20</b>	<b>20</b>	<b>40</b>	<b>20</b>	<b>100</b>

### Conditions for SEE Paper Setting

#### Semester End Examination

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer 5 full questions; selecting 4 full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number 8 is compulsory.

## 10. Future with this Subject

The "Strategic Brand Management" course in the fourth semester of the MBA program lays a strong foundation for several future courses in the graduate program. The contributions of this subject extend across various areas, enhancing the students' understanding and skills in the field of strategic brand management. Here are some notable contributions:

- **Increased Importance of Brand Authenticity:** Consumers are increasingly seeking authentic brands that align with their personal values. Brands will need to focus on transparency, ethical practices, and genuine storytelling to build trust and loyalty.
- **Digital Transformation and Innovation:** With the rise of digital technologies, brands will continue to leverage data-driven insights, AI, and machine learning to understand customer preferences, optimize marketing strategies, and deliver personalized experiences.
- **Sustainability and Social Responsibility:** The growing emphasis on environmental and social issues will make sustainability a core element of brand strategy. Companies that prioritize and communicate their commitment to sustainability will have a competitive advantage.
- **Consumer Empowerment and Co-Creation:** Consumers are becoming more active participants in the brand-building process. Brands will increasingly involve customers in co-creating products, services, and marketing content, fostering deeper engagement.
- **Globalization vs. Localization:** As brands expand globally, they will need to balance the need for a consistent global brand identity with the necessity to adapt to local cultures, preferences, and market dynamics.
- **Brand Experience as a Differentiator:** Beyond products and services, the overall brand experience, including customer service, digital interactions, and physical touch points, will become a key differentiator. Brands that deliver seamless and memorable experiences will thrive.
- **Evolving Metrics and Brand Valuation:** Traditional brand valuation methods will evolve to incorporate new metrics that reflect the digital and intangible aspects of brand value, such as social media influence, customer engagement, and brand equity in the digital space.



<b>4<sup>th</sup> Semester</b>	<b>Professional Elective Course (PE) Business Marketing</b>	<b>M23MBAMM406</b>
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**1. Prerequisites**

S/L	Proficiency	Prerequisites
1	Basic Understanding	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> Familiarity with the business marketing and B2B marketing.</li> <li>• <b>Understanding:</b> The majors scope significance of business marketing, B2B strategy and organization buying behavior.</li> </ul>
2	Decision Making	<ul style="list-style-type: none"> <li>• <b>Differentiation:</b> Ability to classify and differentiate the B2B and B2C markets.</li> <li>• <b>Skills:</b> Capability to compile and adopt the strategies and build the relationship portfolio into the business.</li> </ul>
3	Industry Relevant Skill Sets	<ul style="list-style-type: none"> <li>• <b>Understanding:</b> The business markets and helps in market communication by using the different strategies related to B2B.</li> <li>• <b>Application:</b> Ability to apply the different strategies using IT and networks in business.</li> </ul>

**2. Competencies**

S/L	Competency	KSA Description
1	B2B Marketing	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Grasping the concept and significance of B2B marketing.</li> <li>○ Applying theoretical knowledge about business markets.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Analyzing and interpreting the business products and markets.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the characteristics of business markets.</li> <li>○ Appreciation for analyzing and considering the classifications of business products and markets.</li> </ul> </li> </ul>
2	Organizational Buying Behavior	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the concept of organization behavior and factors affecting to purchase decision in business</li> <li>○ Application of different approaches in understanding purchase decisions.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Proficiency in building the insights of marketing information system to understand the buying behavior.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Openness to choose the right decisions.</li> <li>○ Appreciation for analyzing and evaluation of the uncertainties of buyer and suppliers by research on B2B.</li> </ul> </li> </ul>
3	B2B Strategy and Market Segmentation	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the significance and concept of responsible strategy in B2B and also significance of segmentation.</li> <li>○ Application of different strategies approaches in B2B and basis of segmentation.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Acquisition of CSR and sustainability.</li> <li>○ Application of B2B segmentation.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Recognizing the proper Approach and segmentation.</li> <li>○ Valuing the contribution of B2B approach and overcoming the challenges of segmentation..</li> </ul> </li> </ul>
4	Market Communication	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the significance of concept of communication in marketing and communication mix.</li> <li>○ Application of initiatives in building relationship communication.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Applying the relationship communication process.</li> <li>○ Adopt the vertical specialization in expanding the industry.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the communication mix in customer acquisition.</li> <li>○ Exposed towards aligning the outcome of specialization of the industry and expansion of the business.</li> </ul> </li> </ul>
5	Relationship Portfolio and Key Account Management	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the principles of portfolio management.</li> <li>○ Ability to plan and implement the key account management system.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Developing the required knowledge about the relationship portfolio and key account management.</li> <li>○ Implementing the different initiatives and approaches to uplift the relationship management and manage loyalty.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the role of managing loyalty.</li> <li>○ Appreciation for adopting the portfolio management system.</li> </ul> </li> </ul>
6	B2B Product Offering and Price Setting	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Introduction to elements of B2B, product and pricing.</li> <li>○ Understanding the different classifications of product and pricing strategy in B2B markets.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Applying the different strategies for established products.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the strategic tools for managing product offering and innovation in B2B context.</li> <li>○ Appreciation for the roles of sales force in pricing and following the ethical aspects of pricing in B2B.</li> </ul> </li> </ul>

### 3. Syllabus

Business Marketing			
<b>Course Code</b>	<b>M23MBAMM406</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P&amp;SDA)</b>	<b>2:2</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>40</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>03</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Objectives: This course will enable the students</b>			
<ul style="list-style-type: none"> <li>• To understand the B2B marketing concepts and its significance for effective organizational decision making.</li> <li>• To understand the uncertainties and requirements of buyer and supplier for analyzing the</li> </ul>			

<p>competition and reaching the benchmark.</p> <ul style="list-style-type: none"> <li>To develop the segmentation strategy and marketing communication for building the relationship in the business market.</li> <li>To measure and explore the relationship portfolio to deliver the B2B product offerings and pricing strategies into the business market.</li> </ul>
<p><b>Module 1: B2B Marketing</b> <span style="float: right;"><b>(5 hours)</b></span></p> <p>Introduction, significance and concept of B2B Marketing. Business Markets, characteristics. Classification of Business Products &amp; Markets.</p>
<p><b>Module 2: Organizational Buying Behaviour</b> <span style="float: right;"><b>(8 hours)</b></span></p> <p>Factors affecting purchasing decisions, purchasing orientation, Segmenting purchase categories. Purchase Process - variations. Buying situations and marketer actions. Online buying. Traditional marketing approach, uncertainties of buyer and supplier/marketer. Supplier uncertainties. Relationship variables. Impact of IT. Inter-firm Relationships and Networks. Research on B2B markets: Marketing Information System; Research facilities; Analysis of competition – Benchmarking &amp; steps in Benchmarking. <b>Case Study.</b></p>
<p><b>Module 3: B2B Strategy and Market Segmentation</b> <span style="float: right;"><b>(8 hours)</b></span></p> <p><b>B2B Strategy:</b> Process, approach. Responsible strategy in B2B CSR and sustainability, Customer value and strategy. Researching B2B markets &amp; Standard industrial classification.</p> <p><b>B2B Market Segmentation:</b> Significance of segmentation. Basis of segmentation. Challenges of segmentation in B2B markets &amp; B2B positioning. <b>Case Study.</b></p>
<p><b>Module 4: Relationship Portfolio and Key Account Management</b> <span style="float: right;"><b>(5 hours)</b></span></p> <p>Principles of Portfolio management, identifying key accounts, Classification criteria. Relationship life – cycle, declassification &amp; managing loyalty. <b>Case Study. Assignment:</b> Implementing Key Account Management.</p>
<p><b>Module 5: Market Communication</b> <span style="float: right;"><b>(7 hours)</b></span></p> <p>Brand expression Branding, Communication mix and customer acquisition process. Relationship Communication, sales responsibilities. The relationship communication process, call preparation, selling to low-priority and high priority customers. Value selling and consequences – order fulfillment – relationship building. Vertical specialization: Choosing industry; specialization &amp; Expanding to other verticals in the industry. <b>Case Study.</b></p>
<p><b>Module 6: B2B Product Offerings and Price Setting</b> <span style="float: right;"><b>(7 hours)</b></span></p> <p>Elements of B2B offering, strategic tools for managing product offerings, managing innovation in the B2B context. Pricing, Price setting in B2B markets- 3 C's of pricing-cost, customer and competition-Pricing-strategy, price positioning, role of sales force in pricing, bid pricing, internet auctions, ethical aspects of B2B pricing. Product Policy of established products: Classification of the product types; The life cycle of the product The product life cycle; Management products; Strategies for established products. Pricing: Price on the Internet &amp; Financial marketing. <b>Case Study</b></p>
<p><b>Suggested Learning Resources:</b></p> <p><b>Recommended Books</b></p> <ol style="list-style-type: none"> <li>Business to Business Marketing, Ross Brennan, Louise Canning &amp; Raymond McDowell Sage Publications, 3e - 2014.</li> <li>B2B Marketing Strategy: Differentiate, Develop and Deliver Lasting Customer Engagement, Heidi Taylor Kogan Page, 1/e, 2017.</li> </ol> <p><b>Reference Books</b></p> <ol style="list-style-type: none"> <li>Innovative B2B Marketing: New Models, Processes and Theory, Simon Hall, Kogan Page, 1/e, 2017.</li> </ol>
<p><b>Web Links and Video Lectures (e-Resources):</b></p> <ul style="list-style-type: none"> <li><a href="https://r.search.yahoo.com/ ylt=AwrKDaS_rvNiJ.UIUwi7HAX.; ylu=Y29sbwNzZzMEcG9zAzEE dnRpZAMEc2VjA3Ny/RV=2/RE=1660165952/RO=10/RU=https%3a%2f%2fcollegelearners.com %2fbbooks%2fb2b-marketing-pdf-free-">https://r.search.yahoo.com/ ylt=AwrKDaS_rvNiJ.UIUwi7HAX.; ylu=Y29sbwNzZzMEcG9zAzEE dnRpZAMEc2VjA3Ny/RV=2/RE=1660165952/RO=10/RU=https%3a%2f%2fcollegelearners.com %2fbbooks%2fb2b-marketing-pdf-free-</a></li> </ul>

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

#### Skill Development Activities Suggested

- Interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why chose sales career, and what does it take to succeed in this profession.
- Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behavior 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 if operating.
- Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make as mall report.
- Roles and functions of sales manager and sales people are different in every organization Sales people view the roles of sales managers in their own way and vice versa. You are the sales manager of a company. You make an analysis of what you feel should be roles of a sales manager and a sales person for maximizing sales of the organization.
- Your company is active in internet trading. A current issue in internet trading is: how to make internet selling safe. Different methods have been suggested for safety or security of internet trading. You have to analyze different methods and recommend a method for your company

#### 4. Syllabus Timeline

S/L	Syllabus Timeline	Description
1	Week 1-2: B2B Marketing	<ul style="list-style-type: none"> <li>• Introduction, meaning, nature, significance and concept of B2B marketing</li> <li>• Business Markets, characteristics</li> <li>• Classification of Business Products and Markets</li> </ul>
2	Week 3-4: Organizational Buying Behaviour	<ul style="list-style-type: none"> <li>• Factors affecting purchasing decisions, purchasing orientation</li> <li>• Segmenting purchase categories. Purchase Process-variations. Buying situations and marketer actions</li> <li>• Online buying. Traditional marketing approach, uncertainties of buyer and supplier/marketer</li> <li>• Supplier uncertainties. Relationship variables. Impact of IT. Inter-firm Relationships and Networks</li> <li>• Research on B2B markets: Marketing Information System; Research facilities</li> </ul>

		<ul style="list-style-type: none"> <li>Analysis of competition – Benchmarking and steps in Benchmarking. <b>Case Study</b></li> </ul>
3	Week 5-6: B2B Strategy and Market Segmentation	<ul style="list-style-type: none"> <li>Process, approach. Responsible strategy in B2B-CSRsustainability</li> <li>Customer value and strategy. Researching B2B markets. Standard industrial classification Significance of segmentation. Basis of segmentation. Challenges of segmentation in B2 B markets. B2 B positioning</li> </ul>
4	Week 7-8: Relationship Portfolio and Key Account Management	<ul style="list-style-type: none"> <li>Principles of Portfolio management, identifying key accounts, Classification criteria</li> <li>Relationship life - cycle, declassification, managing loyalty</li> <li>Implementing Key Account Management</li> </ul>
5	Week 9-10: Market Communication	<ul style="list-style-type: none"> <li>Brand expression Branding, Communication mix and customer acquisition process</li> <li>Relationship Communication, sales responsibilities. The relationship communication process, call preparation</li> <li>Selling to low-priority and high priority customers. Value selling and consequences-order fulfillment-relationship building Vertical specialization: Choosing industry; specialization; Expanding to other verticals in the industry</li> </ul>
6	Week 11-12: B2B Product Offerings and Price Setting	<ul style="list-style-type: none"> <li>Elements of B2B offering, strategic tools for managing product offerings, managing innovation in the B2B context</li> <li>Pricing, Price setting in B2B markets- 3 Cs of pricing-cost, customer and competition-Pricing- strategy, price positioning</li> <li>Role of sales force in pricing, bid pricing, internet auctions, ethical aspects of B2B pricing. Product Policy of established products</li> <li>Classification of the product types; The life cycle of the product the product life cycle; Management products</li> <li>Pricing: Price on the Internet; Financial marketing. Case Study</li> </ul>

### 5. Teaching Learning Process Strategies

S/L	TLP Strategies:	Description
1	Lecture Method	<ul style="list-style-type: none"> <li><b>Description:</b> <ul style="list-style-type: none"> <li>Involves the traditional format of a teacher delivering information to students.</li> <li>The instructor explains concepts, theories, and principles related to the course.</li> </ul> </li> <li><b>Elaboration:</b> <ul style="list-style-type: none"> <li>The lecture method is effective for presenting foundational knowledge, theoretical concepts, and frameworks.</li> <li>It provides a structured way to convey information and ensures that all students receive the same content.</li> <li>Visual aids, multimedia, and interactive elements can enhance engagement during lectures.</li> </ul> </li> <li><b>Applicability:</b> <ul style="list-style-type: none"> <li>Suitable for introducing new topics, theoretical foundations, and fundamental of Business marketing.</li> </ul> </li> </ul>
2	Case Studies and	<ul style="list-style-type: none"> <li><b>Description:</b></li> </ul>

	Group Discussions	<ul style="list-style-type: none"> <li>○ Involves presenting real or hypothetical scenarios for analysis and discussion.</li> <li>○ Students collaboratively discuss, analyze, and propose solutions to case-based problems.</li> <li>● <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Encourages critical thinking, problem-solving, and application of theoretical knowledge to practical situations.</li> <li>○ Fosters active participation, communication skills, and the exchange of diverse perspectives among students.</li> </ul> </li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing analytical skills, decision-making abilities, and understanding the practical implications of management concepts.</li> </ul> </li> </ul>
3	Role Plays and Simulations	<ul style="list-style-type: none"> <li>● <b>Description:</b> <ul style="list-style-type: none"> <li>○ Student's role plays in simulated scenarios that mirror real-business environment.</li> <li>○ Simulations replicate aspects of the B2B marketing environment to provide hands-on experience.</li> </ul> </li> <li>● <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Enhances experiential learning by allowing students to apply theoretical concepts in simulated real-world contexts.</li> <li>○ Develops interpersonal and communication skills as students actively engage in different roles and scenarios.</li> </ul> </li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing practical skills, interpersonal communication, and understanding the dynamics of Business marketing.</li> </ul> </li> </ul>
4	Real World Applications and Industry Guest Lectures	<ul style="list-style-type: none"> <li>● <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves integrating real-world examples, case studies, and experiences into the learning process.</li> <li>○ Industry professionals or experts are invited to deliver lectures or share insights with students.</li> </ul> </li> <li>● <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing how concepts are applied in actual business settings.</li> <li>○ Provides students with valuable insights, industry perspectives, and networking opportunities.</li> </ul> </li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Enhances students' understanding of the practical relevance of human resource concepts.</li> <li>○ Fosters connections between academia and industry, exposing students to real-world challenges and solutions.</li> </ul> </li> </ul>
5	<p>Overall Integration: These teaching-learning strategies can be integrated for a well-rounded and comprehensive learning experience.</p> <p>For example, a case study can be followed by a group discussion to encourage collaborative problem-solving, and a related role-play or simulation can provide a hands-on application of the concepts learned. Guest lecturers from industry professionals can further enrich the learning experience by providing real-world insights and practical examples related to the course content.</p>	
6	<p>Adaptability: Flexibility is key, and instructors may choose to adapt and combine these strategies based on the specific objectives of each module or lesson.</p> <p>Regular feedback and assessment can help gauge the effectiveness of these strategies and make</p>	

adjustments as needed.
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## 6. Assessment Details

### Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

### Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

### CIE Marks shall be based on:

- Tests (for 25 Marks) and
- Assignments, presentations, quiz, simulation, experimentation, mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

### Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer 5 full questions; selecting 4 full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number 8 is compulsory.

## 7. Learning Objectives

S/ L	Learning Objectives	Description
1	Understand the Fundamentals of Business Marketing	Students should grasp the fundamental concepts, functions, and significance of Business marketing and its differences from consumer marketing.
2	Analyze Business Buyer Behavior	Learning how to effectively the factors influencing business buying decisions and develop strategies to address them.
3	Develop Effective Business Marketing Strategies	Create the marketing plans aligned with business objectives, target markets, and competitive landscapes.
4	Apply Marketing Mix Principles	Utilize the 4Ps (product, price, promotion, and place) in business marketing contexts.
5	Build Strong Relationships and Partnerships	Develop skills in account management, sales support, and collaboration with cross-functional teams
6	Apply Ethical	Integrate ethical considerations and social responsibility into business marketing

	Marketing Practices	strategies.
7	Price Setting in B2B	Understanding the different strategies to set the price in B2B and insight towards the methods of pricing.

### 8. Course Outcomes and Mapping with POs / PSOs

#### Course Outcomes

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

COs	Description	Blooms Level
M23MBAMM406.1	Understand the significance of B2B marketing in current business environment.	L2
M23MBAMM406.2	Apply an integrated marketing communications plan which includes promotional strategies for increasing the business efficiency.	L3
M23MBAMM406.3	Analyze the use of marketing communication and customer acquisition for better understanding about the consumer needs.	L4
M23MBAMM406.4	Evaluate the various aspects of managerial decision making related to pricing for increasing the profitability in the business.	L5

#### Mapping of COs POs and PSOs

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
M23MBAMM406.1	1				2	3		
M23MBAMM406.2			2				2	
M23MBAMM406.3				3				2
M23MBAMM406.4		2		2				
M23MBAMM406	1	2	2	2.5	2	3	2	2

### 9. Assessment Plan

#### Continuous Internal Assessment

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	5				<b>5</b>
<b>Module 2</b>	5				<b>5</b>
<b>Module 3</b>	5	5			<b>10</b>
<b>Module 4</b>		5	10		<b>15</b>
<b>Module 5</b>			5		<b>5</b>
<b>Module 6</b>				10	<b>10</b>
<b>Total</b>	<b>15</b>	<b>10</b>	<b>15</b>	<b>10</b>	<b>50</b>

#### SEE

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	10				<b>10</b>
<b>Module 2</b>	10				<b>10</b>
<b>Module 3</b>	10	10			<b>20</b>
<b>Module 4</b>		10	20		<b>30</b>
<b>Module 5</b>			10		<b>10</b>
<b>Module 6</b>				20	<b>20</b>
<b>Total</b>	<b>30</b>	<b>20</b>	<b>30</b>	<b>20</b>	<b>100</b>

#### Conditions for SEE Paper Setting



### Semester End Examination

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer 5 full questions; selecting 4 full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number 8 is compulsory.

### 10. Future with this Subject

The "Business Marketing" course in the fourth semester of the MBA program lays a strong foundation for several future courses in the graduate program. The future of Business Marketing is shaped by various trends and technological advancements. Here are some key aspects and potential directions for the future of Business Marketing:

- **Digital Transformation and Marketing:** Exploring the impact of digital technologies on business marketing strategies and customer engagement.
- **B2B Marketing Analytics and Metrics:** Teaching data-driven decision-making, marketing ROI analysis, and performance measurement.
- **Account-Based Marketing and Sales Alignment:** Focusing on personalized marketing, sales collaboration, and account-centric strategies.
- **Customer Experience and Journey Mapping:** Developing strategies to deliver exceptional customer experiences across all touch points.
- **Content Marketing and Storytelling:** Creating compelling content, brand narratives, and thought leadership to engage business audiences.
- **Influencer and Partnership Marketing:** Leveraging influencers, partnerships, and collaborations to expand reach and credibility.
- **Global Business Marketing and Cultural Intelligence:** Examining international marketing strategies, cultural differences, and global market entry approaches.
- **Marketing Automation and Technology:** Exploring marketing automation platforms, CRM systems, and sales enablement tools.
- **Business Marketing Strategy and Planning:** Developing comprehensive marketing plans, aligning with business objectives, and measuring performance.
- **Emerging Trends and Innovations:** Investigating the impact of AI, AR, VR, and other emerging technologies on business marketing.

By incorporating these elements, the Business Marketing course can equip 4th-semester MBA students with the knowledge, skills, and perspectives needed to succeed in this dynamic field and drive business growth.

<b>4<sup>th</sup> Semester</b>	<b>Professional Elective Course (PE) Global Financial Management</b>	<b>M23MBAFM403</b>
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**1. Prerequisites**

S/L	Proficiency	Prerequisites
1	Knowledge of Global Investment	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> Familiarity with the basics of global investment avenues, Forex market, trends and indicators.</li> <li>• <b>Understanding:</b> Fundamental concepts of exposure in connection to international market.</li> </ul>
2	Problem Solving	<ul style="list-style-type: none"> <li>• <b>Differentiation:</b> Ability to classify and differentiate between various currency and exchange rates.</li> <li>• <b>Skills:</b> Proficiency in hedging, arbitrage and capital budgeting.</li> </ul>
3	Industry Relevant Skill Sets	<ul style="list-style-type: none"> <li>• <b>Understanding:</b> Recognition of industry-relevant global investment analysis.</li> <li>• <b>Application:</b> Ability to apply industry-relevant analytical skills in real-world scenarios.</li> </ul>

**2. Competencies**

S/L	Competency	KSA Description
1	Understanding Global Investment	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Grasping the concepts of global investment instruments, participants, Forex market and importance of BOP.</li> <li>○ Applying theoretical knowledge of valuation of currencies.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Analysing the factors affecting global investment required for profit maximization.</li> <li>○ Applying the strategies of risk management for optimum performance.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the importance of global financial management by investing in different global investment avenues.</li> <li>○ Appreciation for application of investment process.</li> </ul> </li> </ul>
2	Problem Solving	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding theories and models of Forex market.</li> <li>○ Applying theoretical knowledge for currency exchange.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Proficiency in problem-solving through breaking down complex investment problems.</li> <li>○ Applying problem-solving frameworks effectively in different exposures.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Openness to various problem-solving approaches.</li> <li>○ Appreciation for the importance of effective problem handling in getting high returns.</li> </ul> </li> </ul>
3	Decision Making	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the exchange rate determination for better investment decisions.</li> <li>○ Applying the tools and techniques of forex risk management.</li> </ul> </li> <li>• <b>Skills:</b></li> </ul>

		<ul style="list-style-type: none"> <li>○ Proficiency in decision making considering difference in external environment.</li> <li>○ Applying the investment tools to maximize return on investment.</li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Openness to various methods of investment evaluation.</li> <li>○ Appreciating the importance of analyzing different market conditions.</li> </ul> </li> </ul>
4	Analytical Skills	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the various international markets and instruments, Trading &amp; Settlement Procedure and Forex Indicators.</li> <li>○ Ability to understand the market scenario in different economic conditions.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Breaking down complex problems into exchange rate equilibrium analyzing best investment opportunities.</li> <li>○ Deriving the objectives of foreign portfolio investment using various investment avenues.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the role of identifying and investing in international financial instruments.</li> <li>○ Openness to Forward rate agreements, ADR's and GDR's.</li> </ul> </li> </ul>
5	Industry Relevant Skill Sets	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the evolution of exchange rate regime.</li> <li>○ Build skills through practical interaction and application to act according to global scenarios.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Acquisition of industry-relevant investment analyses.</li> <li>○ Ability to think critically and forecast foreign exchange rate using IRP, PPP and IFE to enhance investment effectiveness.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Recognizing the ongoing need for evolving skills in a dynamic industry.</li> <li>○ Valuing the contribution of industry-relevant skills and modes to be financially self-sufficient.</li> </ul> </li> </ul>

### 3. Syllabus

Global Financial Management			
<b>Course Code</b>	<b>M23MBAFM403</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P&amp;SDA)</b>	<b>2:2</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>40</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>03</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Objectives: This course will enable the students</b>			
<ul style="list-style-type: none"> <li>● To provide an introduction to global finance theory.</li> <li>● To apply derivatives in financial risk management &amp; exposure in international finance.</li> <li>● To examine the BOP data &amp; determine its implication for international competition.</li> <li>● To develop knowledge, capabilities &amp; skills necessary for making sound financial decisions for a multinational firm.</li> </ul>			
<b>Module 1: International Financial Environment</b>			<b>(6 hours)</b>
Importance, rewards & risk of international finance- Balance of Payments (BoP) - Fundamentals of BoP -			

Accounting components of BOP - Equilibrium & Disequilibrium. International Monetary System: Evolution-Gold Standard - Bretton Woods system- flexible exchange rate regime – recent changes and challenges in IFM – the Economic & Monetary Union (EMU). (Only Theory).
<b>Module 2: Foreign Exchange Market (8 hours)</b>
Characteristics, Functions and Structure of Forex Markets-Foreign exchange market participants- Types of transactions - Exchange rate quotations - Determination of Exchange rates in Spot markets- Exchange rates determinations in Forward markets - Exchange rate behavior - Cross Rates, Bid, Ask & Spreads. (Theory & Problems).
<b>Module 3: Foreign Exchange Risk Management (8 hours)</b>
Foreign exchange risk - Hedging against foreign exchange exposure - Forward Market- Futures Market - Options Market-Currency Swaps – Interest Rate Swap - problems on both two – way & three – way swaps. (Theory & Problems).
<b>Module 4: International Financial Markets and Instruments (6 hours)</b>
Foreign Portfolio Investment- International Bond & Equity Market-Global Depository Receipt (GDR)- American Depository Receipt (ADR) - International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes- Zero coupon Bonds & Forward Rate Agreements. (Only Theory).
<b>Module 5: Forecasting Foreign Exchange Rate (6 hours)</b>
International Parity Relationships- Measuring exchange rate movements-Exchange rate equilibrium - Factors effecting foreign exchange rate - Interest Rate Parity (IRP), Purchasing Power Parity Theory (PPP) & International Fisher Effects (IFE) - Comparison of IRP, PPP and IFE. Arbitrage - Types of Arbitrages - locational, triangular & covered interest arbitrage. (Theory & Problems).
<b>Module 6: Foreign Exchange Exposure (6 hours)</b>
Management of Transaction exposure, Translation exposure, Economic exposure, Political Exposure - Management of Interest rate exposure. International Capital Budgeting: Concept- Factors affecting international capital budgeting & Evaluation of a project for international capital budgeting (Theory & Problems).
<b>Suggested Learning Resources:</b>
<b>Recommended Books</b>
<ol style="list-style-type: none"> <li>1. International Corporate Finance, Jeff Madura, Cengage Learning, 10/e, 2012.</li> <li>2. International Financial Management, Cheol Eun &amp; Bruce Resnick, McGraw Hill, 7/e, 2014.</li> <li>3. International Financial Management, Binoy Mathew &amp; G. Nagarajan, Jayvee Digital Publishing, 2/e, 2022.</li> </ol>
<b>Reference Books</b>
<ol style="list-style-type: none"> <li>1. Financing International Trade: Banking Theories and Applications, Gargi Sanati, Sage Publication, 1/e, 2017.</li> <li>2. International Financial Management, Apte P.G &amp; Sanjeevan Kapshe, McGraw Hill, 8/e, 2020.</li> </ol>
<b>Web Links and Video Lectures (e-Resources):</b>
<ul style="list-style-type: none"> <li>• <a href="https://www.youtube.com/watch?v=Og-EOTRz7XA">https://www.youtube.com/watch?v=Og-EOTRz7XA</a></li> <li>• <a href="https://www.youtube.com/watch?v=jr1t1lzsx-A">https://www.youtube.com/watch?v=jr1t1lzsx-A</a></li> <li>• <a href="https://www.youtube.com/watch?v=BLTz_y7obGw">https://www.youtube.com/watch?v=BLTz_y7obGw</a></li> <li>• <a href="https://www.youtube.com/watch?v=eciQ3sTftBs">https://www.youtube.com/watch?v=eciQ3sTftBs</a></li> <li>• <a href="https://www.youtube.com/watch?v=rE0JVR0Nm1I">https://www.youtube.com/watch?v=rE0JVR0Nm1I</a></li> <li>• <a href="https://www.digimat.in/nptel/courses/video/110105057/L01.html">https://www.digimat.in/nptel/courses/video/110105057/L01.html</a></li> <li>• <a href="https://www.ravisonkhiyaclasses.com/product/ca-inter-financial-management-video-lectures-by-ca-ravi-sonkhiya-download-with-hard-copy-books/">https://www.ravisonkhiyaclasses.com/product/ca-inter-financial-management-video-lectures-by-ca-ravi-sonkhiya-download-with-hard-copy-books/</a></li> </ul>

- <https://www.pdfdrive.com/international-finance-books.html>
- <https://www.pdfdrive.com/the-handbook-of-international-trade-and-finance-the-complete-guide-to-risk-management-international-payments-and-currency-management-bonds-and-guarantees-credit-insurance-and-trade-finance-e184245062.html>
- <https://www.youtube.com/watch?v=KvRBST1o0RE>

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

#### **Skill Development Activities Suggested**

- Explore the international integration of financial markets and analyze implications for financial managers.
- Identify derivative instruments and strategies used by multinational corporations to hedge financial risks.
- Identify risk relating to exchange rate fluctuations and develop strategies to deal with them.
- Identify and evaluate foreign direct investment and international acquisition opportunities.
- Visit the foreign exchange department of a bank, study the operations and submit a report.
- Track and analyze the rupee exchange value against Dollar and Euro in spot and forward markets for one week and record the observations.

#### **4. Syllabus Timeline**

S/L	Syllabus Timeline	Description
1	Week 1-2: International Financial Environment	<ul style="list-style-type: none"> <li>• Importance, rewards &amp; risk of international finance</li> <li>• Balance of Payments (BoP) - Fundamentals of BoP - Accounting components of BOP</li> <li>• Equilibrium &amp; Disequilibrium.</li> <li>• International Monetary System: Evolution-Gold Standard - Bretton Woods system- flexible exchange rate regime</li> <li>• Recent changes and challenges in IFM</li> <li>• The Economic and Monetary Union (EMU)</li> </ul>
2	Week 3-5: Foreign Exchange Market	<ul style="list-style-type: none"> <li>• Characteristics, Functions and Structure of Forex Markets</li> <li>• Foreign exchange market participants- Types of transactions</li> <li>• Exchange rate quotations - Determination of Exchange rates in Spot markets</li> <li>• Exchange rates determinations in Forward markets</li> <li>• Exchange rate behavior - Cross Rates, Bid, Ask, Spread</li> </ul>
3	Week 6-8: Foreign Exchange Risk Management	<ul style="list-style-type: none"> <li>• Foreign exchange risk</li> <li>• Hedging against foreign exchange exposure</li> <li>• Forward Market - Futures Market</li> <li>• Options Market</li> <li>• Currency Swaps – Interest Rate Swap</li> <li>• Problems on both two – way and three - way swaps</li> </ul>
4	Week 9-10: International Financial Markets and Instruments	<ul style="list-style-type: none"> <li>• Foreign Portfolio Investment</li> <li>• International Bond &amp; Equity Market</li> <li>• Global Depositary Receipt (GDR) - American Depositary Receipt (ADR)</li> <li>• International Financial Instruments: Foreign Bonds &amp; Eurobonds, Global Bonds</li> </ul>

		<ul style="list-style-type: none"> <li>Floating rate Notes- Zero coupon Bonds</li> <li>Forward Rate Agreements</li> </ul>
5	Week 10-11: Forecasting Foreign Exchange Rate	<ul style="list-style-type: none"> <li>International Parity Relationships</li> <li>Measuring exchange rate movements - Exchange rate equilibrium</li> <li>Factors effecting foreign exchange rate - Interest Rate Parity (IRP)</li> <li>Purchasing Power Parity Theory (PPP) &amp; International Fisher Effects (IFE)</li> <li>Comparison of IRP, PPP and IFE.</li> <li>Types of Arbitrages – locational, triangular and covered interest arbitrage.</li> </ul>
6	Week 11-12: Foreign Exchange exposure	<ul style="list-style-type: none"> <li>Management of Transaction exposure, Translation exposure</li> <li>Economic exposure, Political Exposure</li> <li>Management of Interest rate exposure.</li> <li>Concept - Factors affecting international capital budgeting</li> <li>Evaluation of a project for international capital budgeting</li> </ul>

### 5. Teaching Learning Process Strategies

S/L	TLP Strategies:	Description
1	Lecture Method	<ul style="list-style-type: none"> <li><b>Description:</b> <ul style="list-style-type: none"> <li>Involves the traditional format of a teacher delivering information to students.</li> <li>The instructor explains concepts and models related to the course.</li> </ul> </li> <li><b>Elaboration:</b> <ul style="list-style-type: none"> <li>The lecture method is effective for presenting foundational knowledge, theoretical concepts, and frameworks.</li> <li>It provides a structured way to convey information and ensures that all students receive the same content.</li> <li>Visual aids, multimedia, and interactive elements can enhance engagement during lectures.</li> </ul> </li> <li><b>Applicability:</b> <ul style="list-style-type: none"> <li>Suitable for introducing new topics, theoretical foundations, and fundamental principles of global investment.</li> </ul> </li> </ul>
2	Case Studies and Group Discussions	<ul style="list-style-type: none"> <li><b>Description:</b> <ul style="list-style-type: none"> <li>Involves presenting real or hypothetical scenarios for analysis and discussion.</li> <li>Students collaboratively discuss, analyze, and propose solutions to case-based business problems.</li> </ul> </li> <li><b>Elaboration:</b> <ul style="list-style-type: none"> <li>Encourages critical thinking, problem-solving, and application of theoretical knowledge to practical situations.</li> <li>Fosters active participation and the exchange of diverse perspectives among students.</li> </ul> </li> <li><b>Applicability:</b> <ul style="list-style-type: none"> <li>Suitable for developing analytical skills, decision-making abilities, and understanding the practical implications of the concepts.</li> </ul> </li> </ul>
3	Role Plays	<ul style="list-style-type: none"> <li><b>Description:</b> <ul style="list-style-type: none"> <li>Students enact specific roles in international financial scenarios that mirror real-world situations.</li> <li>Role play replicate aspects of the external environment to provide hands-on experience.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Enhances experiential learning by allowing students to apply theoretical concepts in real-world contexts.</li> <li>○ Develops skills as students actively engage in different roles and scenarios.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing practical skills and understanding the dynamics of Forex market.</li> </ul> </li> </ul>
4	Real World Applications and Industry Guest Lectures	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves integrating real-world examples, case studies, and experiences into the learning process.</li> <li>○ Industry professionals or experts are invited to deliver lectures or share insights with students.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing how concepts are applied in actual business settings.</li> <li>○ Provides students with valuable insights, industry perspectives, and business opportunities.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Enhances students' understanding of the practical relevance of global investment concepts.</li> <li>○ Fosters connections between academia and industry, exposing students to real-world challenges and solutions.</li> </ul> </li> </ul>
5	Project Based Learning	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves hands-on experience gained through projects.</li> <li>○ Industry professionals are invited to deliver project-based insights with students.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing application of concepts in project work.</li> <li>○ Provides students with valuable insights, industry perspectives, and networking opportunities for fetching projects.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Fosters connections between academia and industry, exposing students to project networking.</li> </ul> </li> </ul>
6	<p>Overall Integration: These teaching-learning strategies can be integrated for a well-rounded and comprehensive learning experience.</p> <p>For example, a case study can be followed by a group discussion to encourage collaborative problem-solving, and a related role-play or simulation can provide a hands-on application of the concepts learned. Guest lecturers from industry professionals can further enrich the learning experience by providing real-world insights and practical examples related to the course content.</p>	
7	<p>Adaptability: Flexibility is key, and instructors may choose to adapt and combine these strategies based on the specific objectives of each module or lesson.</p> <p>Regular feedback and assessment can help gauge the effectiveness of these strategies and make adjustments as needed.</p>	

## 6. Assessment Details

### Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

**Continuous Internal Evaluation:**

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

**CIE Marks shall be based on:**

- a) Tests (for 25 Marks) and
- b) Assignments, presentations, quiz, simulation, experimentation, mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

**Semester End Examination:**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 40 percent theory and 60 percent problems in SEE.

**7. Learning Objectives**

S/L	Learning Objectives	Description
1	Understand the International Financial Environment	Learn the fundamentals of balance of payment, flexible exchange rate regime and economic and monetary union.
2	Analyze Forex Market	Learn to analyze exchange rate behaviour in spot and forward market.
3	Forex Risk Management	Develop skills in applying risk management strategies.
4	International Financial Markets	Thorough hands-on ADR's, GDR's, Equity and Bond market.
5	International Financial Instruments	Students will become proficient in choosing foreign portfolio investment.
6	Forecasting Foreign Exchange Rate	Learn the processes of exchange rate equilibrium through IRP, PPP and IFE.
7	Foreign Exchange	Develop skills to measure and assess the exposures and evaluation of projects in international capital budgeting.



Exposure
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### 8. Course Outcomes (COs) and Mapping with POs / PSOs

#### Course Outcomes

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

COs	Description	Blooms Level
M23MBAFM403.1	Understand the international financial environment and foreign exchange market for global investment opportunities.	L2
M23MBAFM403.2	Apply the models and skills to predict optimum investment using Forex rates.	L3
M23MBAFM403.3	Analyze the balance of payment and risk exposures for overseas expansion opportunities.	L4
M23MBAFM403.4	Evaluate the international financial projects in order manage exposures.	L5

#### Mapping of COs POs and PSOs

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
M23MBAFM403.1	2			2				
M23MBAFM403.2		3	2		3	3		2
M23MBAFM403.3	2	2		2			2	3
M23MBAFM403.4		3	3		2	2		
M23MBAFM403	2	2.6	2.5	2	2.5	2.5	2	2.5

### 9. Assessment Plan

#### Continuous Internal Assessment

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>			10		<b>10</b>
<b>Module 2</b>		7			<b>7</b>
<b>Module 3</b>		10			<b>10</b>
<b>Module 4</b>	3				<b>3</b>
<b>Module 5</b>	3			10	<b>13</b>
<b>Module 6</b>			7		<b>7</b>
<b>Total</b>	<b>6</b>	<b>17</b>	<b>17</b>	<b>10</b>	<b>50</b>

#### SEE

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>			20		<b>20</b>
<b>Module 2</b>		14			<b>14</b>
<b>Module 3</b>		20			<b>20</b>
<b>Module 4</b>	6				<b>6</b>
<b>Module 5</b>	6			20	<b>26</b>
<b>Module 6</b>			14		<b>14</b>
<b>Total</b>	<b>12</b>	<b>34</b>	<b>34</b>	<b>20</b>	<b>100</b>

#### Conditions for SEE Paper Setting

##### Semester End Examination

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.

- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer 5 full questions; selecting 4 full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number 8 is compulsory.
- 40 percent theory and 60 percent problems in SEE.

### 10. Future with this Subject

The "Global Financial Management" course in the fourth semester of the MBA program lays a strong foundation for corporate and entrepreneurial career for management students. It is likely to be influenced by several transformative trends and developments enhancing the students' understanding and skills in the field Finance Management in business. Here are some notable contributions:

- **Technological Advancements:** The integration of advanced technologies like artificial intelligence (AI), machine learning, and blockchain will revolutionize global financial management. AI will enhance decision-making through predictive analytics and exposure, while blockchain technology will improve transparency, reduce fraud, and streamline cross-border transactions.
- **Digital Transformation:** The shift towards digital platforms and fintech innovations will continue to reshape financial management. Digital wallets, online banking, and robo-advisors will make financial services more accessible and efficient, allowing for real-time financial management and investment.
- **Increased Focus on Cyber Security:** As financial transactions become more digital and interconnected, the importance of cyber security will grow. Financial managers will need to implement robust security measures to protect sensitive data and mitigate the risk of cyber threats.
- **Global Economic Shifts:** The evolving economic landscape, including the rise of emerging markets and shifts in global trade dynamics, will impact financial management strategies. Companies will need to navigate these changes and adapt their strategies to manage currency risks, trade policies, and international regulations.
- **Regulatory Evolution:** As financial markets and instruments evolve, so will the regulatory environment. Global financial managers will need to stay informed about regulatory changes and ensure compliance across different jurisdictions, including adapting to new standards related to ESG (Environmental, Social, and Governance) and data privacy.
- **Sustainable and Impact Investing:** There is growing demand for investments that align with sustainability and social responsibility goals. Financial managers will need to integrate ESG criteria into their investment strategies and reporting, reflecting a broader shift towards impact investing.
- **Enhanced Data Analytics:** Big data and advanced analytics will provide deeper insights into market trends, customer behavior, and financial performance. This will enable more informed decision-making and strategic planning, as well as improved risk management.
- **Globalization and Cross-Border Collaboration:** As businesses continue to operate on a global scale, financial management will increasingly involve cross-border collaborations and investments. This requires navigating diverse financial systems, currencies, and regulatory environments.
- **Decentralized Finance (DeFi):** The rise of DeFi platforms could challenge traditional financial systems by offering decentralized alternatives for lending, borrowing, and trading. Financial managers will need to understand these new systems and assess their potential impact on traditional financial operations.
- **Geopolitical Risks and Economic Uncertainty:** The increasing complexity of global geopolitics and economic uncertainties, such as inflation, trade conflicts, and pandemics, will require financial managers to develop more agile and resilient strategies to navigate potential disruptions.
- **Talent and Skills Development:** As financial management evolves, there will be a growing need for professionals with skills in data analysis, cyber security, regulatory compliance, and emerging technologies. Continuous learning and adaptation will be essential for staying competitive.

<b>4<sup>th</sup> Semester</b>	<b>Professional Elective Course (PE) Mergers Acquisitions and Corporate Restructuring</b>	<b>M23MBAFM404</b>
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**1. Prerequisites**

S/L	Proficiency	Prerequisites
1	Basic Understanding	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> Familiarity with foundational concepts of corporate finance and accounting.</li> <li>• <b>Understanding:</b> Grasping the fundamental principles of mergers, acquisitions, and corporate restructuring.</li> </ul>
2	Problem-Solving Methods	<ul style="list-style-type: none"> <li>• <b>Differentiation:</b> Ability to distinguish between various types of corporate restructuring, including mergers, acquisitions, divestitures, and spin-offs.</li> <li>• <b>Skills:</b> Capability to analyze and solve financial and strategic problems related to corporate restructuring.</li> </ul>
3	Corporate Relevant Skill Sets:	<ul style="list-style-type: none"> <li>• <b>Understanding:</b> Awareness of industry-specific practices and regulatory frameworks related to mergers and acquisitions.</li> <li>• <b>Application:</b> Ability to apply relevant financial models and valuation techniques in real-world corporate restructuring scenarios.</li> </ul>

**2. Competencies**

S/L	Competency	KSA Description
1	Mergers and Acquisitions (M&A)	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b></li> <li>• Understanding of different types of mergers and acquisitions, merger motives &amp; theories of merger</li> <li><b>Skills:</b></li> <li>• Ability to analyze industry life cycles and assess reasons for M&amp;A failures.</li> <li><b>Attitudes:</b></li> <li>• Openness to cross-border opportunities and cultural differences in M&amp;A.</li> </ul>
2	Merger Process	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b></li> <li>• Comprehensive understanding of the merger process and due diligence.</li> <li><b>Skills:</b> Proficiency in applying the five-stage model of mergers.</li> <li><b>Attitudes:</b> Attention to detail and ethical considerations during HR processes in mergers.</li> </ul>
3	Financial Evaluation of M&A	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b></li> <li>• Familiarity with capital budgeting, valuation approaches, and exchange rate methods.</li> <li>• <b>Skills:</b></li> <li>• Ability to evaluate financial aspects of mergers using business valuation techniques.</li> <li><b>Attitudes:</b></li> <li>• Analytical mind-set and precision in financial analysis.</li> </ul>

4	Accounting Aspects of Amalgamation	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b></li> <li>• In-depth understanding of accounting methods in amalgamations.</li> <li><b>Skills:</b></li> <li>• Competency in journal entries and ledger accounts for mergers.</li> <li><b>Attitudes:</b></li> <li>• Diligence in financial reporting and adherence to accounting standards.</li> </ul>
5	Acquisitions/ Takeovers & Post Acquisition Integration	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b></li> <li>• Insight into acquisition types and legal frameworks.</li> <li><b>Skills:</b></li> <li>• Capability to manage post-acquisition integration effectively.</li> <li><b>Attitudes:</b></li> <li>• Strategic thinking and adaptability to organizational changes..</li> </ul>
6	Corporate Restructuring	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b></li> <li>• Comprehensive understanding of restructuring strategies and forms.</li> <li><b>Skills:</b></li> <li>• Proficiency in analyzing and implementing corporate restructuring.</li> <li><b>Attitudes:</b></li> <li>• Innovative approach to strategic realignment and value creation.</li> </ul>

### 3. Syllabus

Mergers Acquisitions and Corporate Restructuring			
<b>Course Code</b>	<b>M23MBAFM404</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P&amp;SDA)</b>	<b>2:2</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>40</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>03</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Objectives: This course will enable the students</b>			
<ul style="list-style-type: none"> <li>• To impart knowledge on theories and rationale of corporate structuring.</li> <li>• To explain and critically evaluate M&amp;A with its different classifications, strategies, theories, synergy etc.</li> <li>• To evaluate the financial forms &amp; legal aspects of M&amp;A.</li> <li>• To use appropriate defensive strategies against hostile takeovers.</li> </ul>			
<b>Module 1: Mergers and Acquisitions (M&amp;A)</b>			<b>(6 hours)</b>
Introduction of M & A, Meaning-types of mergers – Merger Motives - Theories of Mergers - Mergers and industry life cycle, Reasons for failures of M & A-synergy – types of synergy – value creation in M&A – Introduction to cross-borders mergers & acquisitions (Theory).			
<b>Module 2: Merger Process</b>			<b>(6 hours)</b>
Procedure for effecting M&A - Five – stage model – Due diligence – Types, process and challenges of due diligence - HR aspects of M&A – Tips for successful mergers & Process of merger integration - (Theory).			
<b>Module 3: Financial Evaluation of M&amp;A</b>			<b>(8 hours)</b>
Merger as a capital budgeting - Business valuation approaches – asset based, market based and income based approaches –Exchange Ratio (Swap Ratio) & Methods of determining exchange rate. (Theory and Problems).			
<b>Module 4: Accounting Aspects of Amalgamation</b>			<b>(8 hours)</b>
Types of amalgamations (Amalgamation in the nature of merger and amalgamation in the nature of purchase) - Methods of Accounting - Pooling of interest method and Purchase method) – Calculation of purchase consideration-Journal entries in the books of transfer or & transferee company – Ledger accounts in the books of transfer & transferee companies. (Theory and Problems).			
<b>Module 5: Acquisitions / Takeovers &amp; Post Acquisition Integration</b>			<b>(6 hours)</b>

Meaning and types of acquisition / takeovers (Friendly and Hostile takeovers) - Anti – takeover strategies - Anti-takeover amendments – Legal and human framework of M&A – Combination and Competition Act - 2002, Competition Commission of India (CCI) - The SEBI Substantial Acquisition of Shares and Takeover (Takeover code -2011). Post acquisition integration: Organization and human aspect of post acquisition & Stages in the integration process (Theory).
<b>Module 6: Corporate Restructuring</b> <span style="float: right;"><b>(6 hours)</b></span>
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) & joint ventures.(Theory).
<b>Suggested Learning Resources:</b>
<b>Recommended Books</b>
<ol style="list-style-type: none"> <li>1. Mergers Acquisitions &amp; Corporate Restructuring - Strategies &amp; Practices, Rabi Narayan Kar and Minakshi, Taxmann’s, 3/e, 2017.</li> <li>2. Mergers and Acquisitions, Sheeba Kapil and Kanwal N. Kapil, Wiley, 2/e, 2017.</li> </ol>
<b>Reference Books</b>
<ol style="list-style-type: none"> <li>1. Mergers, Acquisitions and Corporate Restructuring: Text and Cases, Chandrashekar, Krishnamurti &amp; Vishwanath S, Sage Publications, 2/e, 2018.</li> <li>2. Mergers, Acquisitions and Takeovers, H.R. Machiraju, New Age International Publishers, 1/e, 2010.</li> </ol>
<b>Web Links and Video Lectures (e-Resources):</b>
<ul style="list-style-type: none"> <li>• <a href="https://www.mca.gov.in/MinistryV2/mergers+and+acquisitions.html">https://www.mca.gov.in/MinistryV2/mergers+and+acquisitions.html</a></li> <li>• <a href="https://imaa-institute.org/e-library-m-and-a/">https://imaa-institute.org/e-library-m-and-a/</a></li> <li>• <a href="https://www2.deloitte.com/content/dam/Deloitte/us/Documents/mergers-acquisitions/us-mamaking-the-deal-work-strategy.pdf">https://www2.deloitte.com/content/dam/Deloitte/us/Documents/mergers-acquisitions/us-mamaking-the-deal-work-strategy.pdf</a></li> </ul>
<b>Note: The afore said links and study material suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.</b>
<b>Skill Development Activities Suggested</b>
<ul style="list-style-type: none"> <li>• Case studies assigned to group of students to analyze the process of recent mergers of various sectors.</li> <li>• Evaluate the financial performance of Company’s pre and post merger deal using financial tools/ ratios.</li> <li>• Students need to choose any two latest M &amp; 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:             <ol style="list-style-type: none"> <li>a. Nature of the deal: merger, amalgamation, acquisition, takeover, OR any program of corporate restructuring Valuation/Financials involved in the deal.</li> <li>b. Synergies/benefits likely to emerge from the deal.</li> <li>c. Challenges/Impact/Problems-associated with the deal.</li> </ol> </li> </ul>

#### 4. Syllabus Timeline

S/L	Syllabus Timeline	Description
1	Week 1-2: Mergers and Acquisitions (M&A)	<ul style="list-style-type: none"> <li>• Definition, nature, and types of mergers and acquisitions (M&amp;A)</li> <li>• Overview of the M&amp;A process and its importance in corporate strategy</li> <li>• Regulatory framework and legal considerations in M&amp;A</li> </ul>
2	Week 3-4: Merger Process	<ul style="list-style-type: none"> <li>• Techniques for valuing target companies</li> <li>• Financial modeling for M&amp;A</li> <li>• Understanding synergies and their impact on valuation</li> <li>• Due diligence process and risk assessment in M&amp;A</li> </ul>

3	Week 5-6: Financial Evaluation of M&A	<ul style="list-style-type: none"> <li>• Strategic rationale for mergers and acquisitions</li> <li>• Integration strategies and post-merger integration challenges</li> <li>• Organizational restructuring and cultural considerations</li> </ul>
4	Week 7-8: Accounting Aspects of Amalgamation	<ul style="list-style-type: none"> <li>• Types of corporate restructuring: divestitures, spin-offs, equity carve-outs, and leveraged buyouts (LBOs). Strategic</li> <li>• Reasons for restructuring and its impact on shareholders</li> <li>• Legal and tax implications of restructuring</li> </ul>
5	Week 9-10: Acquisitions/Tak eovers & Post- acquisition Integration	<ul style="list-style-type: none"> <li>• Challenges and opportunities in cross-border M&amp;A</li> <li>• Regulatory and cultural issues in international M&amp;A</li> <li>• Financing cross-border deals and managing foreign exchange risk</li> </ul>
6	Week 11-12: Corporate Restructuring	<ul style="list-style-type: none"> <li>• Analysis of corporate restructuring</li> <li>• Including methods like spin-offs, divestitures, LBOs, MBOs, and joint ventures.</li> </ul>

### 5. Teaching Learning Process Strategies

S/L	TLP Strategies:	Description
1	Lecture Method	Utilize various teaching methods within the lecture format to reinforce competencies.
2	Case Study Analysis & Group Discussions	Utilize real-world case studies to explore different types of mergers, motives, and outcomes..
3	Real-World Application	Discuss practical applications to connect theoretical concepts with real-world competencies.
4	Flipped Class Technique	Utilize a flipped class approach, providing materials before class to facilitate deeper understanding of competencies
5	Project-Based Learning & Strategic Analysis	Assign projects where students design corporate restructuring plans for real or hypothetical companies..

### 6. Assessment Details

#### Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

#### Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

#### CIE Marks shall be based on:

a) Tests (for 25 Marks) and

b) Assignments, presentations, quiz, simulation, experimentation, mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

**Semester End Examination:**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 80 percent theory and 20 percent problems in SEE.

**7. Learning Objectives**

S/L	Learning Objectives	Description
1	Mergers and Acquisitions (M&A)	<ul style="list-style-type: none"> <li>• Grasp the fundamental concepts of M&amp;A, including types of mergers, motives, and theories.</li> <li>• Develop an understanding of the strategic importance of M&amp;A, lifecycle, and the reasons for success or failure in M&amp;A activities.</li> </ul>
2	Merger Process	<ul style="list-style-type: none"> <li>• Understand the step-by-step process of effecting a merger, including due diligence.</li> <li>• Learn the Five-stage model of mergers, identify HR challenges, and explore the best practices for successful mergers.</li> </ul>
3	Financial Evaluation of M&A	<ul style="list-style-type: none"> <li>• Acquire knowledge on financial evaluation techniques used in M&amp;A transactions</li> <li>• Study business valuation approaches, budgeting for M&amp;A, and methods of determining exchange ratios.</li> </ul>
4	Accounting Aspects of Amalgamation	<ul style="list-style-type: none"> <li>• Comprehend the accounting methods involved in mergers and amalgamations</li> <li>• Explore different accounting methods, including pooling of interest and purchase methods, and understand journal entries for amalgamated companies..</li> </ul>
5	Acquisitions/ Takeovers & Post-Acquisition Integration	<ul style="list-style-type: none"> <li>• Analyze the legal, strategic, and operational aspects of acquisitions and takeovers.</li> <li>• Delve into types of acquisitions, anti-takeover strategies, and the process of post-acquisition integration, including legal frameworks like the Competition Act.</li> </ul>
6	Corporate Restructuring	<ul style="list-style-type: none"> <li>• Understand the various methods and implications of corporate restructuring.</li> <li>• Study different restructuring strategies such as sell-offs, spin-offs, and leveraged buyouts, and evaluate their impact on corporate growth and sustainability.</li> </ul>

**8. Course Outcomes (COs) and Mapping with POs / PSOs**

**Course Outcomes**

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

COs	Description	Blooms Level
M23MBAFM404.1	Understand the overview of M&A activities in the contemporary world for effective integration.	L2
M23MBAFM404.2	Apply basic financial analysis and valuation of companies involved in M&A for making decisions.	L3
M23MBAFM404.3	Analyze the various forms of valuation methods for business success.	L4
M23MBAFM404.4	Evaluate the essentials of legal framework and strategic aspects for M&A in achieving strategic objectives.	L5

**Mapping of COs POs and PSOs**

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
M23MBAFM404.1	2			2				2
M23MBAFM404.2		3	2			2		
M23MBAFM404.3	2				2	2		2
M23MBAFM404.4		3		3	2		2	
M23MBAFM404	2	3	2	2.5	2	2	2	2

**9. Assessment Plan****Continuous Internal Assessment**

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	10				10
<b>Module 2</b>		5			5
<b>Module 3</b>			10		10
<b>Module 4</b>				10	10
<b>Module 5</b>	5			5	10
<b>Module 6</b>			5		5
<b>Total</b>	<b>15</b>	<b>5</b>	<b>15</b>	<b>15</b>	<b>50</b>

**SEE**

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	20				20
<b>Module 2</b>		10			10
<b>Module 3</b>			20		20
<b>Module 4</b>				20	20
<b>Module 5</b>	10			10	20
<b>Module 6</b>			10		10
<b>Total</b>	<b>30</b>	<b>10</b>	<b>30</b>	<b>30</b>	<b>100</b>

**Conditions for SEE Paper Setting****Semester End Examination**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.



- The students will have to answer 5 full questions; selecting 4 full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number 8 is compulsory.
- 80 percent theory and 20 percent problems in SEE.

### 10. Future with this Subject

The "Mergers Acquisitions and Corporate Restructuring" course in the fourth semester of the MBA program lays a strong foundation for several future courses. The contributions of this subject extend across various areas, enhancing the students' understanding and skills in the field of management. Insurers will need to adapt to these changes by embracing new technologies, developing flexible and customized products, and staying ahead of regulatory developments. Here's an overview of the key trends and developments shaping the future:

- **Strategic Leadership Roles:** Understanding M&A equips students with the knowledge to take on strategic leadership roles, where they can drive corporate growth through mergers, acquisitions, and restructuring efforts.
- **Career Opportunities in Investment Banking and Private Equity:** Mastery of M&A processes opens doors to high-profile careers in investment banking, private equity, and venture capital, where professionals are involved in deal-making and financial structuring.
- **Corporate Strategy and Business Development:** Students with a deep understanding of M&A and corporate restructuring are well-prepared to work in corporate strategy and business development roles, helping organizations identify and execute growth opportunities.
- **Enhanced Decision-Making Skills:** The subject hones decision-making skills related to financial evaluation, risk management, and strategic planning, making graduates valuable assets in any corporate environment.
- **Global Business Perspective:** As businesses increasingly operate in a global context, knowledge of cross-border mergers and acquisitions provides students with a competitive edge in understanding the complexities of international business expansion and integration.

<b>4<sup>th</sup> Semester</b>	<b>Professional Elective Course (PE) Risk Management and Insurance</b>	<b>M23MBAFM405</b>
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**1. Prerequisites**

S/L	Proficiency	Prerequisites
1	Basic Understanding	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> Familiarity with the concept of risk management and insurance.</li> <li>• <b>Understanding:</b> The types of risk, insurance schemes and regulatory framework in India.</li> </ul>
2	Comprehend Risk Management Tools	<ul style="list-style-type: none"> <li>• <b>Differentiation:</b> Ability to classify and differentiate between various risk.</li> <li>• <b>Skills:</b> Capability to compile and adopt the framework for identifying the requirements for an insurable risk.</li> </ul>
3	Industry Relevant Skill Sets	<ul style="list-style-type: none"> <li>• <b>Understanding:</b> Recognition of IRDA Act 1999.</li> <li>• <b>Application:</b> Ability to apply business-relevant skills to real-world scenarios.</li> </ul>

**2. Competencies**

S/L	Competency	KSA Description
1	Introduction to Risk Management	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Grasping the concepts of risk identification and risk management.</li> <li>○ Applying theoretical knowledge of risk for reducing uncertainty.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Analyzing and interpreting the methods of handling risk.</li> <li>○ Applying the degree of risk to measure the exposure of individual and business.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the importance of the business risk exposures.</li> <li>○ Appreciation for recent methods of handling risk.</li> </ul> </li> </ul>
2	Risk Identification and Measurement	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the risk financing techniques.</li> <li>○ Application of pooling arrangements and diversification of risk.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Proficiency in insurance market dynamics.</li> <li>○ Applying the skills for loss forecasting and financial analysis.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Openness to various advanced issues in risk management.</li> <li>○ Appreciation for evaluating the frequency and severity of loss.</li> </ul> </li> </ul>
3	Concept of insurance	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the nature and scope of risk and insurance.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Acquaintance of the requirement of an insurable risk.</li> <li>○ Application of acquired skills for identifying types of insurance.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Recognizing the role of insurance sector reforms in India.</li> <li>○ Valuing the contribution of Indian Insurance Industry.</li> </ul> </li> </ul>
4	Basics of Life Insurance	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the provisions of Life Insurance Act.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>○ Application of knowledge to differentiate Annuity and Life Insurance.</li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Applying the skills to decide terms and conditions of life insurance contract.</li> <li>○ Adopt the provisions for insurance premium calculations.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the need of annuity contracts.</li> <li>○ Exposed towards due diligence in life insurance contracts.</li> </ul> </li> </ul>
5	Legal Aspects of General Insurance	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the procedure for the valid general insurance contract.</li> <li>○ Ability to fix premium for various schemes in GIC.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Developing the required documentations required for general insurance coverage.</li> <li>○ Implementing the essentials of general insurance contract.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the strategic role of fixation of premium.</li> <li>○ Appreciation for having law related to general insurance.</li> </ul> </li> </ul>
6	Management of Insurance Companies	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Introduction to recent trends in underwriting and claims settlement.</li> <li>○ Understanding the claim settlement procedure in life and nonlife insurance.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Developing the organization structure in insurance sector.</li> <li>○ Possess the required skills for evaluating the underwriting and claim settlement in insurance.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the role of underwriters and insurers.</li> <li>○ Appreciation for selecting the profitable insurance organization.</li> </ul> </li> </ul>

### 3. Syllabus

Risk Management and Insurance			
<b>Course Code</b>	<b>M23MBAFM405</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P&amp;SDA)</b>	<b>2:2</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>40</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>03</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Objectives: This course will enable the students</b>			
<ul style="list-style-type: none"> <li>● To provide an insight with respect to risk identification and measurement.</li> <li>● To provide an understanding of different types of risk.</li> <li>● To give an overview of role of Life Insurance and general insurance in risk management.</li> <li>● To assist policy holders in generalizing the roles and functions of governing bodies of LIC and GIC.</li> </ul>			
<b>Module 1: Introduction to Risk Management</b>			<b>(6 hours)</b>
Risk Identification: Risk-Risk and Uncertainty -Types of Risk - Burden of Risk - Sources of Risk - Methods of handling Risk -Degree of Risk - Management of Risk. Business Risk Exposures & Individual Exposures. (Theory).			
<b>Module 2: Risk Measurement</b>			<b>(6 hours)</b>
Evaluating the Frequency and Severity of Losses - Risk Control - Risk Financing Techniques - Risk Management Decision Methods - Pooling Arrangements and Diversification of Risk. Advanced Issues in Risk			

Management: The Changing Scope of Risk Management - Insurance Market Dynamics - Loss Forecasting - Financial Analysis in Risk Management - Decision Making & Other Risk Management Tools. (Theory).
<b>Module 3: Introduction to Insurance</b> (6 hours)
Risk and Insurance - Definition and Basic Characteristics of Insurance - Requirements of an Insurable Risk - Insurance vs. Gambling Insurance vs. Hedging Types of Insurance. Indian Insurance Industry, Insurance sector Reforms in India & IRDA Act 1999. (Theory).
<b>Module 4: Life Insurance</b> (8 hours)
Basics of Life Insurance - Growth of Actuarial Science - Features of Life Insurance - Life Insurance Contract - Life Insurance Documents - Insurance Premium Calculations. Life Insurance Classification. Annuities-Need of Annuity Contracts, Annuity V/s Life Insurance & Classification of Annuities. (Theory).
<b>Module 5: General Insurance</b> (8 hours)
Laws Related to General Insurance - General Insurance Contract - General Insurance Corporation (GIC). Health Insurance -Features of Group Health Insurance. Fire Insurance-Essentials of Fire Insurance Contracts, Types of Fire Insurance Policies, Fire Insurance Coverage. Marine Insurance-Types of Marine Insurance – Marine Insurance principles Important Clauses in Marine Insurance – Marine Risks-Clauses in Marine Policy. Motor Vehicles Insurance-Need for Motor Insurance, Types of Motor Insurance & Factors to be considered for Premium Fixing. (Theory)
<b>Module 6: Management of Insurance Companies</b> (6 hours)
Functions and Organization of Insurers - Types of Insurance Organization, Organizational Structure of Insurance Companies. Underwriting - Principles of Underwriting, Underwriting in Life Insurance, Underwriting in nonlife Insurance. Claims Management - Claim Settlement in General Insurance & Claim Settlement in Life Insurance. (Theory).
<b>Suggested Learning Resources:</b>
<b>Recommended Books</b>
1. Principles of Risk Management and Insurance, George E Rejda, Pearson, 12/e, 2009.
2. Insurance and Risk Management, P.K. Gupta, Himalaya, 1/e, 2010.
<b>Reference Books</b>
1. Introduction to Risk Management and Insurance, Dorfman, Mark S., Prentice Hall India, 10/e, 2008.
2. Risk Management and Insurance, Scott E. Harrington, Gregory R Niehaus, TMH, 2/e, 2007.
<b>Web Links and Video Lectures (e-Resources):</b>
<ul style="list-style-type: none"> <li>• <a href="https://vulms.vu.edu.pk/Courses/FIN725/Downloads/Risk%20management%20and%20insurance.pdf">https://vulms.vu.edu.pk/Courses/FIN725/Downloads/Risk%20management%20and%20insurance.pdf</a></li> <li>• <a href="http://www.insurance-institute.ru/library/zothers/mcnamara.pdf">http://www.insurance-institute.ru/library/zothers/mcnamara.pdf</a></li> <li>• <a href="https://www.coursera.org/lecture/family-planning/introduction-to-risk-management-sxEMr">https://www.coursera.org/lecture/family-planning/introduction-to-risk-management-sxEMr</a></li> <li>• <a href="https://cob.unt.edu/firel/rmi">https://cob.unt.edu/firel/rmi</a></li> <li>• <a href="https://slideplayer.com/slide/4760242/">https://slideplayer.com/slide/4760242/</a></li> </ul>
<b>Note: The afore said links and study material suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.</b>
<b>Skill Development Activities Suggested</b>
<ul style="list-style-type: none"> <li>• Should visit insurance companies and understand the types of policies.</li> <li>• Understand how insurance premium are fixed.</li> <li>• Interact with insurance agents and understand the ground reality of insurance investors.</li> <li>• Understand how different insurance companies settle the accident claims/death claims.</li> <li>• Understand the functioning and organization structure of insurances companies.</li> <li>• Compile and analyze General and Life insurance policies offered by Indian insurance companies (one public sector and one private sector).</li> </ul>

- Visit policy bazaar portal and study the different types of insurance policies offered by the Indian insurance companies.
- Analyze the Systematic and unsystematic risk of any two companies.
- Analyze the types of Risk in different sectors of India due to Covid - 19 Pandemic.

#### 4. Syllabus Timeline

S/L	Syllabus Timeline	Description
1	Week 1-2: Introduction to Risk Management	<ul style="list-style-type: none"> <li>• Risk Identification: Risk-Risk and Uncertainty</li> <li>• Types of Risk-Burden of Risk</li> <li>• Sources of Risk-Methods of handling Risk</li> <li>• Degree of Risk-Management of Risk</li> <li>• Business Risk Exposures-Individual Exposures</li> </ul>
2	Week 3-4: Risk Measurement	<ul style="list-style-type: none"> <li>• Evaluating the Frequency and Severity of Losses</li> <li>• Risk Control-Risk Financing Techniques</li> <li>• Risk Management Decision Methods-Pooling Arrangements and Diversification of Risk</li> <li>• Advanced Issues in Risk Management: The Changing Scope of Risk Management-Insurance Market Dynamics</li> <li>• Loss Forecasting-Financial Analysis in Risk Management</li> <li>• Decision Making Other Risk Management Tools</li> </ul>
3	Week 5-6: Introduction to Insurance	<ul style="list-style-type: none"> <li>• Risk and Insurance- Definition and Basic Characteristics of Insurance</li> <li>• Requirements of an Insurable Risk -Insurance vs. Gambling</li> <li>• Insurance vs. Hedging Types of Insurance</li> <li>• Indian Insurance Industry, Insurance sector Reforms in India.</li> <li>• IRDA Act 1999</li> </ul>
4	Week 7-8: Life Insurance	<ul style="list-style-type: none"> <li>• Basics of Life Insurance-Growth of Actuarial Science</li> <li>• Features of Life Insurance-Life Insurance Contract</li> <li>• Life Insurance Documents-Insurance Premium Calculations.</li> <li>• Life Insurance Classification</li> <li>• Annuities-Need of Annuity Contracts</li> <li>• Annuity V/s Life Insurance, Classification of Annuities</li> </ul>
5	Week 9-10: General Insurance	<ul style="list-style-type: none"> <li>• Laws Related to General Insurance-General Insurance Contract</li> <li>• General Insurance Corporation (GIC)</li> <li>• Health Insurance-Features of Group Health Insurance</li> <li>• Fire Insurance-Essentials of Fire Insurance Contracts</li> <li>• Types of Fire Insurance Policies, Fire Insurance Coverage</li> <li>• Marine Insurance-Types of Marine Insurance – Marine Insurance principles</li> <li>• Important Clauses in Marine Insurance–Marine Risks</li> <li>• Clauses in Marine Policy</li> <li>• Motor Vehicles Insurance-Need for Motor Insurance</li> <li>• Types of Motor Insurance, Factors to be considered for Premium Fixing</li> </ul>
6	Week 11-12: Management of Insurance	<ul style="list-style-type: none"> <li>• Functions and Organization of Insurers- Types of Insurance Organization</li> <li>• Organizational Structure of Insurance Companies</li> <li>• Underwriting-Principles of Underwriting</li> </ul>

	Companies	<ul style="list-style-type: none"> <li>• Underwriting in Life Insurance, Underwriting in nonlife Insurance</li> <li>• Claims Management-Claim Settlement in General Insurance</li> <li>• Claim Settlement in Life Insurance</li> </ul>
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**5. Teaching Learning Process Strategies**

S/L	TLP Strategies:	Description
1	Lecture Method	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves the traditional format of a teacher delivering information to students.</li> <li>○ The instructor explains concepts, theories, and principles related to the course.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ The lecture method is effective for presenting foundational knowledge, theoretical concepts, and frameworks.</li> <li>○ It provides a structured way to convey information and ensures that all students receive the same content.</li> <li>○ Visual aids, multimedia, and interactive elements can enhance engagement during lectures.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for introducing new topics, theoretical foundations, and fundamental principles of risk management and insurance.</li> </ul> </li> </ul>
2	Case Studies and Group Discussions	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves presenting real or hypothetical scenarios for analysis and discussion.</li> <li>○ Students collaboratively discuss, analyze, and propose solutions to case-based problems.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Encourages critical thinking, problem-solving, and application of theoretical knowledge to practical situations.</li> <li>○ Fosters active participation, communication skills, and the exchange of diverse perspectives among students.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing analytical skills, decision-making abilities, and understanding the practical implications of risk management and insurance concepts.</li> </ul> </li> </ul>
3	Role Plays and Simulations	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Students enact specific roles in simulated scenarios that mirror real-world situations.</li> <li>○ Simulations replicate aspects of the insurance to provide hands-on experience.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Enhances experiential learning by allowing students to apply theoretical concepts in simulated real-world contexts.</li> <li>○ Develops interpersonal and communication skills as students actively engage in different roles and scenarios.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing practical skills, interpersonal communication, and understanding the dynamics of insurance.</li> </ul> </li> </ul>

4	Real World Applications and Industry Guest Lectures	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves integrating real-world examples, case studies, and experiences into the learning process.</li> <li>○ Industry professionals or experts are invited to deliver lectures or share insights with students.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing how concepts are applied in actual business settings.</li> <li>○ Provides students with valuable insights, industry perspectives, and networking opportunities.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Enhances students' understanding on the practical relevance of insurance schemes.</li> <li>○ Fosters connections between academia and industry, exposing students to real-world challenges and solutions.</li> </ul> </li> </ul>
5	Project Based Learning	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves hands-on experience gained through projects.</li> <li>○ Industry professionals are invited to deliver project-based insights with students.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing application of concepts in project work.</li> <li>○ Provides students with valuable insights, industry perspectives, and networking opportunities for fetching projects.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Fosters connections between academia and industry, exposing students to project networking.</li> </ul> </li> </ul>
6	<p>Overall Integration: These teaching learning strategies can be integrated for a well-rounded and comprehensive learning experience.</p> <p>For example, a case study can be followed by a group discussion to encourage collaborative problem-solving, and a related role-play or simulation can provide a hands-on application of the concepts learned. Guest lecturers from industry professionals can further enrich the learning experience by providing real-world insights and practical examples related to the course content.</p>	
7	<p>Adaptability: Flexibility is key, and instructors may choose to adapt and combine these strategies based on the specific objectives of each module or lesson.</p> <p>Regular feedback and assessment can help gauge the effectiveness of these strategies and make adjustments as needed.</p>	

## 6. Assessment Details

### Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

### Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

**CIE Marks shall be based on:**

- a) Tests (for 25 Marks) and  
 b) Assignments, presentations, quiz, simulation, experimentation, mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

**Semester End Examination:**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 100 Percent theory.

**7. Learning Objectives**

S/L	Learning Objectives	Description
1	Understand the Risk Management	Learn the fundamentals of risk identification and exposures.
2	Analyze Severity of Loss	Learn to analyze diversification of risk and advance issues in risk management.
3	Introduction to Insurance	Develop skills in determining the types of insurance schemes.
4	Basics of Life Insurance	Thorough hands-on insurance premium calculation and annuities.
5	Types of General Insurance	Students will become proficient in choosing different general insurance schemes.
6	Laws Related to General Insurance	Develop skills to measure and assess the clauses in general insurance.
7	Functions and Organization of Insurers	Learn the processes of underwriting and claims settlement.

**8. Course Outcomes (COs) and Mapping with POs / PSOs****Course Outcomes**

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

COs	Description	Blooms Level
M23MBAFM405.1	Understand the structure and functions of insurance regulations for deciding insurable schemes.	L2
M23MBAFM405.2	Apply the insurance mechanism in risk management to make possible investment plans.	L3



M23MBAFM405.3	Analyze the exposures faced by an individual and organization for better risk management.	L4
M23MBAFM405.4	Evaluate the claims and its settlement in GIC and LIC for providing better financial services.	L5

**Mapping of COs POs and PSOs**

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
M23MBAFM405.1	2			2				2
M23MBAFM405.2		3	2		2	2	2	
M23MBAFM405.3				3	2			2
M23MBAFM405.4	2		2			2	2	
M23MBAFM405	2	3	2	2.5	2	2	2	2

### 9. Assessment Plan

#### Continuous Internal Assessment

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>			10		<b>10</b>
<b>Module 2</b>			6		<b>6</b>
<b>Module 3</b>		10			<b>10</b>
<b>Module 4</b>	7				<b>7</b>
<b>Module 5</b>	7				<b>7</b>
<b>Module 6</b>				10	<b>10</b>
<b>Total</b>	<b>14</b>	<b>10</b>	<b>16</b>	<b>10</b>	<b>50</b>

#### SEE

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>			20		<b>20</b>
<b>Module 2</b>			12		<b>12</b>
<b>Module 3</b>		20			<b>20</b>
<b>Module 4</b>	14				<b>14</b>
<b>Module 5</b>	14				<b>14</b>
<b>Module 6</b>				20	<b>20</b>
<b>Total</b>	<b>28</b>	<b>20</b>	<b>32</b>	<b>20</b>	<b>100</b>

#### Conditions for SEE Paper Setting

##### Semester End Examination

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer 5 full questions; selecting 4 full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number 8 is compulsory.
- 100 Percent theory.

### 10. Future with this Subject

The "Risk Management and Insurance" course in the fourth semester of the MBA program lays a strong foundation for several future courses. The contributions of this subject extend across various areas, enhancing the students' understanding and skills in the field of management. Insurers will need to adapt to these changes

by embracing new technologies, developing flexible and customized products, and staying ahead of regulatory developments. Here's an overview of the key trends and developments shaping the future:

- **Artificial Intelligence and Machine Learning:** AI and ML will enhance risk assessment, underwriting, and claims processing by analyzing vast amounts of data to identify patterns and predict risks more accurately. These technologies will enable more personalized and dynamic pricing models.
- **Big Data Analytics:** The use of big data will provide deeper insights into risk factors and customer behaviors, allowing insurers to develop more precise risk models and tailor their products and services to individual needs.
- **Insurtech Innovations:** The rise of insurtech startups is driving innovation in the industry, offering new solutions such as on-demand insurance, usage-based insurance, and blockchain-based smart contracts.
- **Evolving Regulations:** The regulatory landscape for insurance will continue to evolve, with increased emphasis on transparency, consumer protection, and financial stability. Insurers will need to stay compliant with new regulations and adapt their practices accordingly.
- **Claims Automation:** Smart contracts will automate and enforce policy terms, triggering automatic claims payments based on predefined conditions, thereby reducing administrative costs and improving the speed of claims processing.
- **Predictive Analytics:** Advanced analytics will help insurers predict and prevent risks by identifying potential issues before they result in claims, allowing for more proactive risk management.
- **Risk Assessment:** Insurers will increasingly focus on assessing and managing risks related to climate change, natural disasters, pandemic, technology driven and environmental impacts. This will involve developing new risk models, coverage options, innovative risk management and insurance solutions.

<b>4<sup>th</sup> Semester</b>	<b>Professional Elective Course (PE) Indirect Taxation</b>	<b>M23MBAFM406</b>
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**1. Prerequisites**

S/L	Proficiency	Prerequisites
1	Basic Understanding	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> Familiarity with basic taxation concepts, such as the difference between direct and indirect taxes, tax liability, and tax credits.</li> <li>• <b>Understanding:</b> Tax laws, regulations, compliance requirements, and the role of government agencies in tax collection and enforcement.</li> </ul>
2	Problem Solving Methods	<ul style="list-style-type: none"> <li>• <b>Differentiation:</b> To know the difference between direct tax and indirect tax.</li> <li>• <b>Skills:</b> Various types of indirect taxes, such as Value-Added Tax (VAT), Goods and Services Tax (GST), excise duties, customs duties, and sales tax.</li> </ul>
3	Industry Relevant Skill Sets	<ul style="list-style-type: none"> <li>• <b>Understanding:</b> Tax-efficient strategies to minimize indirect tax burdens, such as optimizing supply chains and pricing models.</li> <li>• <b>Application:</b> Monitoring of tax compliance, including regular audits and reconciliation of tax payments, ensures accuracy and prevents discrepancies.</li> </ul>

**2. Competencies**

S/L	Competency	KSA Description
1	Introduction to Goods and Services Tax (GST)	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the fundamental principles and structure of GST, including its implementation and impact on businesses.</li> <li>○ Familiarity with GST rates, exemptions, and compliance requirements applicable to various goods and services.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Ability to accurately calculate GST liabilities and file GST returns in accordance with regulatory requirements.</li> <li>○ Proficiency in using GST software and tools for record-keeping, invoicing, and reporting.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Focus on accuracy and a dedication to guaranteeing compliant and accurate GST reporting.</li> <li>○ Ability to remain current on modifications and revisions to the GST laws in order to maintain compliance.</li> </ul> </li> </ul>
2	Registration and Filing of Return	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding of relevant tax laws, regulations, and deadlines for accurate registration and return filing.</li> <li>○ Familiarity with the procedures and requirements for different types of registrations and returns, including industry-specific regulations.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Ability to accurately complete and submit registration forms and tax returns using appropriate software or systems.</li> <li>○ Ability to keep and organize the records and paperwork required for registration and submitting a return.</li> </ul> </li> <li>• <b>Attitudes:</b></li> </ul>

		<ul style="list-style-type: none"> <li>○ Attention to detail and commitment to accuracy in completing registration and return forms to ensure compliance.</li> <li>○ Proactive method to remaining aware of deadlines and regulatory changes in order to prevent penalties and guarantee timely filing.</li> </ul>
3	Supply, Levy and Collection of Tax	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding of tax regulations, compliance requirements, and the legal framework governing tax collection and enforcement.</li> <li>○ Familiarity with various tax structures, including VAT, sales tax, and income tax, and how they apply to different business scenarios.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Ability to accurately calculate, report, and collect taxes while ensuring compliance with relevant laws and regulations.</li> <li>○ Proficiency in handling tax records, processing payments, and producing reports utilizing tax software and tools.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Attention to detail and a commitment to accuracy to ensure correct tax calculations and compliance.</li> <li>○ Proactive approach to staying informed about changes in tax legislation and adapting practices accordingly.</li> </ul> </li> </ul>
4	Time, Place and Value of Supply	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding of supply chain dynamics and how timing and location impact supply chain efficiency and cost.</li> <li>○ Knowledge of pricing strategies and how value is determined in relation to supply and demand across different markets.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Ability to analyze and optimize supply chain processes to ensure timely and cost-effective delivery of goods.</li> <li>○ Proficiency in using data and analytics to make informed decisions about supply timing, placement, and value adjustments.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Attention to detail and a proactive approach to addressing potential supply chain disruptions and inefficiencies.</li> <li>○ Commitment to understanding and adapting to market conditions and consumer needs to enhance supply chain value.</li> </ul> </li> </ul>
5	Export-Import Procedure for Customs	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding of international trade regulations, customs laws, and documentation requirements for exporting and importing goods.</li> <li>○ Familiarity with tariff classifications, duty rates, and compliance procedures to ensure accurate customs declarations.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Ability to complete and process customs documentation efficiently, including export/import declarations, bills of lading, and certificates of origin.</li> <li>○ Proficiency in using customs software and systems to track shipments, manage compliance, and resolve issues with customs authorities.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Attention to detail and thoroughness in handling customs paperwork to avoid errors and delays.</li> <li>○ Proactive approach to staying informed about changes in trade</li> </ul> </li> </ul>

		regulations and customs procedures.
6	Valuation of Customs Duty	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding of international trade regulations, customs valuation methods, and tariff classification systems.</li> <li>○ Familiarity with relevant customs laws, agreements, and practices for accurate duty calculation.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Ability to accurately assess and apply valuation techniques for customs duties, ensuring compliance with legal requirements.</li> <li>○ Proficiency in analyzing and interpreting trade documents, invoices, and customs declarations to determine appropriate duty assessments.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ To prevent compliance concerns, pay close attention to detail and make a commitment to accuracy while computing and submitting customs charges.</li> <li>○ Proactive in keeping up with modifications to customs laws and actively searching out ongoing enhancements to valuation procedures.</li> </ul> </li> </ul>

### 3. Syllabus

<b>Indirect Taxation</b>			
<b>Course Code</b>	<b>M23MBAFM406</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P&amp;SDA)</b>	<b>2:2</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>40</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>03</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Objectives: This course will enable the students</b>			
<ul style="list-style-type: none"> <li>• To acquaint the students with basic principles and broad understanding of the Indian Indirect tax laws.</li> <li>• To enable students to distinguish the difference in concept of forward &amp; reverse charge mechanism, composite &amp; mixed supply and various exemptions under the GST regime.</li> <li>• To enable the student to understand the process of Registration, input tax credit (ITC) and GST assessment under the GST law.</li> <li>• To enable the student to understand Customs duty provisions and evaluates import and export goods.</li> </ul>			
<b>Module 1: Introduction to Goods and Services Tax (GST)</b>			<b>(6 hours)</b>
Basic concepts of GST, Features, Taxes subsumed and not subsumed in GST, Need for GST in India, Benefits and drawbacks of GST, Dual GST Model - significance, Rates of GST, Structure of GST - CGST Act 2017, SGST Act 2017, UTGST Act 2017 & IGST Act 2017, GST Council - Structure, Recommendations and functions, Goods and Services Tax Network (GSTN) -Features, functions and services, Goods & services exempted from GST (Theory).			
<b>Module 2: Registration and Filing of Returns</b>			<b>(6 hours)</b>
<b>GST Registration:</b> Meaning, Benefits, Types of Registration & Provisions: Procedure for Registration, GSTIN (Theory), & Computation of aggregate turnover (Simple problems).			
<b>Returns under GST:</b> Benefits, features, Modes of filing returns, Furnishing of Returns, First Return, Annual return & Final return (Theory).			
<b>Returns under GST:</b> Benefits, features, Modes of filing returns, Furnishing of Returns, First Return, Annual return & Final return (Theory).			
<b>Module 3: Supply, Levy and Collection of Tax</b>			<b>(8 hours)</b>
<b>Supply:</b> Meaning of Goods and Services, Deemed supply, Classification of supply - Scope of supply (Theory) & Determination of tax liability on various types of supply (Simple problems)			

<b>Levy and Collection:</b> Composition scheme in GST - Eligibility criteria, Conditions for adoption, Rate of GST of the Composition Levy & (Simple problems on calculation of value of taxable supply & GST Levy). (Theory and Problems).	
<b>Module 4: Time, Place and Value of Supply</b>	<b>(8 hours)</b>
<p><b>Time of Supply:</b> Key concepts, Determination of time of supply of goods &amp; services (Simple problems including Change in Rate of Tax in respect of Supply of Goods or Services)</p> <p><b>Place of Supply:</b> Importance and types &amp; Simple Problems on identification of Place of supply.</p> <p><b>Value of Supply:</b> (Simple problems on treatment of discount in transaction value, Money exchange services, Air travel agent, based on Cost. Value of supply in case of lottery, betting, gambling &amp; Horseracing)</p> <p><b>Input Tax Credit:</b> Meaning, Eligibility for availing ITC, Conditions to be satisfied for availing ITC &amp; Determination of ITC admissible on goods and services (Simple problems)</p>	
<b>Module 5: Export – Import Procedure for Customs</b>	<b>(4 hours)</b>
<p><b>Customs Act:</b> important definitions, Types of goods, import Export Route, Types of Cess under Customs, Introduction to Baggage and General Free Allowance. Provisional Assessment of Duty, Due Dates for Payment of Duty, Penalties under Customs, Seizure of Goods &amp; Confiscation of Goods. (Theory).</p>	
<b>Module 6: Valuation of Customs Duty</b>	<b>(8 hours)</b>
<p>Concept, Meaning of Customs Duty, Circumstances of Levy of Customs Duties and Types of Duties and Exemption from Customs Duty. Valuation under customs: Valuation of Imported Goods and Valuation of Export Goods.. (Problems on Valuation of Imported Goods – calculation of FOB, CIF, AV, BCD, SWS, GST Concession CESS, &amp; IGST) (Theory and Problems)</p>	
<b>Suggested Learning Resources:</b>	
<b>Recommended Books</b>	
<ol style="list-style-type: none"> <li>1. GST &amp; Customs Law (University Edition), K.M Bansal, Taxmann’s, Latest Edition.</li> <li>2. Indirect Taxes Law and practices, VS Datey, Taxmann’s, Latest Edition.</li> </ol>	
<b>Reference Books</b>	
<ol style="list-style-type: none"> <li>1. Goods &amp; Services Tax (GST) in India, B. Viswanathan, UBS Publishers, Latest Edition.</li> <li>2. Indirect Taxation, Raj K Agrawal &amp; Shivangi Agrawal, Bharat Law House Pvt. Ltd, Latest Edition.</li> </ol>	
<b>Web Links and Video Lectures (e-Resources):</b>	
<ul style="list-style-type: none"> <li>• GSTCouncil:<a href="http://www.gstindia.com/tag/gst-council/">www.gstindia.com/tag/gst-council/</a></li> <li>• CBEC:<a href="http://www.cbec.gov.in/htdocs-cbec/gst">http://www.cbec.gov.in/htdocs-cbec/gst</a></li> <li>• GSTAct/Rules/Migration/PressReleaseetc:<a href="http://www.cbec.gov.in/htdocs-cbec/gst/index">http://www.cbec.gov.in/htdocs-cbec/gst/index</a></li> <li>• GSTAwarenesscampaign/trainingcalendar:<a href="https://gstawareness.cbec.gov.in/">https://gstawareness.cbec.gov.in/</a></li> <li>• GSTFAQ:<a href="http://www.cbec.gov.in/resources/htdocs-cbec/deptt_offcr/faq-on-gst.pdf">http://www.cbec.gov.in/resources/htdocs-cbec/deptt_offcr/faq-on-gst.pdf</a></li> <li>• GSTN:<a href="http://www.gstn.org/">http://www.gstn.org/</a></li> <li>• FAQonGSTSuvridhaProvidersGSTN:<a href="http://www.gstn.org/ecosystem/faq_question.php">http://www.gstn.org/ecosystem/faq_question.php</a></li> </ul>	
<p><b>Note: The afore said links and study material suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.</b></p>	
<b>Skill Development Activities Suggested</b>	
<ul style="list-style-type: none"> <li>• Visit to a small scale trader and identify documents pertaining to Registration as well as Returns under GST under Composition Scheme.</li> <li>• Visit to a GST practitioner to learn Online GST Returns</li> <li>• Generate GSTR – 1 &amp; GSTR - 3B, E way Bill.</li> <li>• Calculate the GST and avail ITC for a local trader.</li> <li>• List the provisions incorporated under GST law in the last Union Budget and prepare a note on the exchanges.</li> </ul>	

## 4. Syllabus Timeline

S/L	Syllabus Timeline	Description
1	Week 1-2: Introduction to Goods and Services Tax (GST)	<ul style="list-style-type: none"> <li>• Basic concepts of GST</li> <li>• Features, Taxes subsumed and not subsumed in GST</li> <li>• Need for GST in India, Benefits and drawbacks of GST</li> <li>• Dual GST Model-significance, Rates of GST, Structure of GST-CGST</li> <li>• GST Council-Structure, Recommendations and functions</li> <li>• GSTN-Features, functions and services, Goods and services exempted from GST</li> </ul>
2	Week 3-4: Registration and Filing of Returns	<ul style="list-style-type: none"> <li>• Meaning, Benefits, Types of Registration &amp; Provisions: Procedure for Registration</li> <li>• Computation of aggregate turnover</li> <li>• Problems on aggregate turnover</li> <li>• Returns under GST-Benefits, features, Modes of filing returns</li> <li>• Returns under GST-Benefits, features</li> <li>• Modes of filing returns</li> </ul>
3	Week 5-6: Supply, Levy and Collection of Tax	<ul style="list-style-type: none"> <li>• Supply-Meaning of Goods and Services, Deemed supply</li> <li>• Classification of supply</li> <li>• Scope of supply</li> <li>• Determination of tax liability on various types of supply</li> <li>• Levy and Collection, Composition scheme in GST</li> <li>• Eligibility criteria</li> <li>• Conditions for adoption</li> <li>• Rate of GST of the Composition Levy</li> </ul>
4	Week 7-8: Time, Place and Value of Supply	<ul style="list-style-type: none"> <li>• Time of Supply-Key concepts,</li> <li>• Determination of time of supply of goods and services</li> <li>• Place of Supply- importance and types.</li> <li>• Simple Problems on identification of Place of supply.</li> <li>• Value of Supply Simple problems on treatment of discount in transaction value, Money exchange services,</li> <li>• Input tax credit-Meaning, Eligibility for availing ITC,</li> <li>• Conditions to be satisfied for availing ITC.</li> <li>• Determination of ITC admissible on goods and services (Simple problems)</li> </ul>
5	Week 9-10: Export-Import Procedure for Customs	<ul style="list-style-type: none"> <li>• <b>Customs Act</b>-important definitions, Types of goods, import Export Route</li> <li>• Types of Cess under Customs, Introduction to Baggage and General Free Allowance.</li> <li>• Provisional Assessment of Duty, Due Dates for Payment of Duty</li> <li>• Penalties under Customs, Seizure of Goods, Confiscation of Goods.</li> </ul>
6	Week 11-12: Valuation of Customs Duty	<ul style="list-style-type: none"> <li>• <b>Valuation of Customs Duty:</b> Concept, Meaning of Customs Duty,</li> <li>• Circumstances of Levy of Customs Duties</li> <li>• Types of Duties and Exemption from Customs Duty.</li> <li>• Valuation under customs: Valuation of Imported Goods and Valuation of Export Goods.</li> <li>• Problems on Valuation of Imported Goods</li> <li>• Calculation of FOB, CIF, AV</li> <li>• Calculation of BCD, SWS, GST</li> <li>• Concession Cess, and IGST</li> </ul>

5. Teaching Learning Process Strategies

S/L	TLP Strategies:	Description
1	Lecture Method	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves the traditional format of a teacher delivering information to students.</li> <li>○ The instructor explains concepts, theories, and principles related to the course.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ The lecture method is effective for presenting foundational knowledge, theoretical concepts, and frameworks.</li> <li>○ It provides a structured way to convey information and ensures that all students receive the same content.</li> <li>○ Visual aids, multimedia, and interactive elements can enhance engagement during lectures.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for introducing new topics, theoretical foundations, and fundamental principles in management and organizational behavior.</li> </ul> </li> </ul>
2	Case Based Teaching and Class Room Discussions	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves presenting real or hypothetical scenarios for analysis and discussion.</li> <li>○ Students collaboratively discuss, analyze, and propose solutions to case-based problems.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Encourages critical thinking, problem-solving, and application of theoretical knowledge to practical situations.</li> <li>○ Fosters active participation, communication skills, and the exchange of diverse perspectives among students.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing analytical skills, decision-making abilities, and understanding the practical implications of brand concepts.</li> </ul> </li> </ul>
3	Project Based Learning	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves hands-on experience gained through case studies, projects, and practical applications.</li> <li>○ Industry professionals are invited to deliver project based insights with students.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing how concepts are applied in project work.</li> <li>○ Provides students with valuable insights, industry perspectives, and networking opportunities for fetching consultancy projects.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Fosters connections between academia and industry, exposing students to project networking.</li> </ul> </li> </ul>
4	Workshop from Practitioners and Guest Lectures	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves integrating real-world examples, case studies, and experiences into the learning process.</li> <li>○ Industry professionals or experts are invited to deliver lectures or share insights with students.</li> </ul> </li> </ul>



		<ul style="list-style-type: none"> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing how concepts are applied in actual business settings.</li> <li>○ Provides students with valuable insights, industry perspectives, and networking opportunities.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Enhances students' understanding of the practical relevance of management and organizational behavior concepts.</li> <li>○ Fosters connections between academia and industry, exposing students to real-world challenges and solutions.</li> </ul> </li> </ul>
5	Overall Integration: These teaching-learning strategies can be integrated for a well-rounded and comprehensive learning experience. For example, a case study can be followed by a group discussion to encourage collaborative problem-solving, and a related role-play or simulation can provide a hands-on application of the concepts learned. Guest lecturers from industry professionals can further enrich the learning experience by providing real-world insights and practical examples related to the course content.	
6	Adaptability: Flexibility is key and instructors may choose to adapt and combine these strategies based on the specific objectives of each module or lesson. Regular feedback and assessment can help gauge the effectiveness of these strategies and make adjustments as needed.	

## 6. Assessment Details

### Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

### Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

### CIE Marks shall be based on:

- a) Tests (for 25 Marks) and
- b) Assignments, presentations, quiz, simulation, experimentation, mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

### Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 40 percent theory and 60 percent problems in SEE.

**7. Learning Objectives**

S/L	Learning Objectives	Description
1	Understanding Tax Structure	Learn about the different types of indirect taxes, such as value-added tax (VAT), goods and services tax (GST), excise duties, customs duties, and how they fit into the overall tax structure.
2	Comprehending Tax Laws and Regulations	Gain knowledge of the laws, regulations, and procedures governing indirect taxes in different jurisdictions. This includes understanding tax compliance requirements, filing procedures, and deadlines.
3	Analyzing the Impact on Business Operations	Understand how indirect taxes affect the cost structure, pricing, and profitability of businesses. This involves learning how to calculate taxes, pass them on to consumers, and claim tax credits where applicable.
4	Applying Tax Planning Strategies	Learn how to develop strategies for minimizing tax liabilities through efficient tax planning while staying compliant with the law. This includes understanding exemptions, deductions, and tax credits.
5	Understanding International Taxation	For businesses operating globally, understanding the principles of indirect taxation in international trade, including import/export duties, cross-border VAT, and the implications of tax treaties.
6	Evaluating Economic and Social Impacts	Assess the broader economic and social impacts of indirect taxation, including its effect on inflation, consumer behavior, and income distribution.
7	Learning Compliance and Reporting	Understand the process of tax reporting, filing returns, and ensuring compliance with indirect tax laws. This includes mastering the use of tax software and understanding audit procedures.
8	Ethical Considerations	Explore the ethical considerations in tax practices, including the balance between legal tax avoidance and unethical tax evasion.

**8. Course Outcomes (COs) and Mapping with POs / PSOs****Course Outcomes**

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

COs	Description	Blooms Level
M23MBAFM406.1	Understand the overview of Indian GST for practical application in business.	L2
M23MBAFM406.2	Apply the knowledge of levy and collection of Indian GST to measure tax liability of goods and services.	L3
M23MBAFM406.3	Examine the practices of compulsory registration and filling returns for business.	L4
M23MBAFM406.4	Evaluate the applications of customs duty to meet requirement for imports and exports.	L5

**Mapping of COs POs and PSOs**

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
M23MBAFM406.1	3					3		
M23MBAFM406.2		3	2				3	3
M23MBAFM406.3				2		2		
M23MBAFM406.4		3		2	3		2	

M23MBAFM406	3	3	2	2	3	2.5	2.5	3
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### 9. Assessment Plan

#### Continuous Internal Assessment

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>				10	<b>10</b>
<b>Module 2</b>		7			<b>7</b>
<b>Module 3</b>			10		<b>10</b>
<b>Module 4</b>	3				<b>3</b>
<b>Module 5</b>		10			<b>7</b>
<b>Module 6</b>			10		<b>10</b>
<b>Total</b>	<b>3</b>	<b>17</b>	<b>20</b>	<b>10</b>	<b>50</b>

#### SEE

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>				20	<b>20</b>
<b>Module 2</b>		14			<b>14</b>
<b>Module 3</b>			20		<b>20</b>
<b>Module 4</b>	6				<b>6</b>
<b>Module 5</b>		20			<b>20</b>
<b>Module 6</b>			20		<b>20</b>
<b>Total</b>	<b>6</b>	<b>34</b>	<b>40</b>	<b>20</b>	<b>100</b>

#### Conditions for SEE Paper Setting

##### Semester End Examination

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer 5 full questions; selecting 4 full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number 8 is compulsory.
- 40 percent theory and 60 percent problems in SEE.

### 10. Future with this Subject

The "Indirect Taxation" course in the Third semester of the MBA program lays a strong foundation for corporate and entrepreneurial career for management students. The contributions of this subject extend across various areas, enhancing the students' understanding and skills in the field Taxation in business. Here are some notable contributions:

- **Digitalization of Taxation:** As more economies and transactions move online, indirect taxation will increasingly rely on digital platforms for compliance and collection. Governments are likely to implement advanced tax technology (TaxTech) to monitor and collect indirect taxes efficiently, reducing tax evasion and ensuring compliance in real-time.
- **Global Harmonization and Coordination:** With the rise of global trade and e-commerce, there is a growing need for international cooperation and harmonization of indirect tax rules, such as VAT and GST. Organizations like the OECD are working toward global tax standards, which could lead to more uniform indirect tax systems across borders.
- **Environmental and Green Taxes:** As governments focus on sustainability, the role of indirect taxation in environmental policy is expected to grow. This could include increased taxes on carbon

emissions, plastic waste, and other environmentally harmful activities, as well as tax incentives for green products and practices.

- **Impact of E-commerce and Digital Services:** The rapid growth of e-commerce and digital services will continue to challenge traditional indirect tax systems. Countries are increasingly implementing rules to ensure that digital businesses, including those without a physical presence, pay their fair share of indirect taxes, such as VAT on digital goods and services.
- **Increased Automation and AI:** The future of indirect taxation will likely see more automation and the use of artificial intelligence in tax administration. Automated systems could handle compliance, reporting, and even dispute resolution, making tax processes more efficient and less prone to human error.
- **Tax Policy Reforms:** Governments may reform indirect tax policies to address changing economic conditions, such as shifts in consumption patterns or the need for revenue post-pandemic. These reforms could include changes in tax rates, exemptions, or the introduction of new forms of indirect taxes.
- **Focus on Equity and Inclusivity:** There is growing awareness of the regressive nature of some indirect taxes, which disproportionately affect lower-income populations. Future tax policies may seek to address this by introducing more progressive elements into indirect taxation, such as higher rates on luxury goods or targeted exemptions for essential items.

<b>4<sup>th</sup> Semester</b>	<b>Professional Elective Course (PE) Strategic Talent Management</b>	<b>M23MBAHR403</b>
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**1. Prerequisites**

S/L	Proficiency	Prerequisites
1	Basic Understanding	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> Familiarity with the basic concepts of talent management, workforce planning, and HRM.</li> <li>• <b>Understanding:</b> Basic understanding of the principles of talent acquisition, development, and retention strategies.</li> </ul>
2	Problem Solving	<ul style="list-style-type: none"> <li>• <b>Differentiation:</b> Ability to distinguish between various talent management strategies and their applications.</li> <li>• <b>Skills:</b> Competence in analyzing workforce data to identify trends and inform decision-making.</li> </ul>
3	Industry Relevant Skill Sets	<ul style="list-style-type: none"> <li>• <b>Understanding:</b> Awareness of the role of leadership in fostering a talent-centric culture.</li> <li>• <b>Application:</b> Ability to apply industry-relevant skills in managing and developing talent effectively in various organizational contexts.</li> </ul>

**2. Competencies**

S/L	Competency	KSA Description
1	Basics of Talent Management	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Grasping the basic concepts, objectives, and importance of talent management in organizations.</li> <li>○ Understanding the processes of talent acquisition, development, retention, and succession planning.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Applying various talent acquisition and recruitment techniques to attract and retain top talent.</li> <li>○ Designing and implementing performance management systems that align with organizational goals.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the continuous improvement of talent management practices to meet evolving business needs.</li> <li>○ Adopting an employee-centric approach, recognizing the importance of employee development and well-being in organizational success.</li> </ul> </li> </ul>
2	Talent Planning	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Grasping the fundamental concepts and objectives of talent planning, including workforce planning and forecasting.</li> <li>○ Understanding the methods and tools used for talent gap analysis and succession planning within an organization.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Applying strategic workforce planning techniques to align talent needs with organizational goals.</li> <li>○ Conducting talent gap analysis and developing succession plans to ensure a continuous pipeline of qualified talent.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the strategic importance of proactive talent planning in achieving long-term organizational success.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>○ Emphasizing a forward-thinking approach to ensure the organization is prepared for future talent needs and challenges.</li> </ul>
3	Developing and Retaining Talent	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Grasping the key principles and strategies for employee development, including training, mentoring, and career pathing.</li> <li>○ Understanding the factors influencing employee retention, such as engagement, motivation, and organizational culture.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Designing and implementing effective development programs that enhance employee skills and align with organizational goals.</li> <li>○ Applying retention strategies, including employee engagement initiatives and tailored retention plans, to reduce turnover and retain top talent.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the continuous investment in employee development as a means to foster loyalty and enhance organizational performance.</li> <li>○ Emphasizing the importance of creating a supportive work environment that promotes employee satisfaction and long-term retention.</li> </ul> </li> </ul>
4	Competency Mapping	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Grasping the basic concepts and frameworks of competency mapping, including the identification of core, functional, and behavioral competencies.</li> <li>○ Understanding the role of competency mapping in aligning employee capabilities with organizational goals and job requirements.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Designing and conducting competency assessments to identify skill gaps and strengths within the workforce.</li> <li>○ Developing competency models and frameworks that guide talent development and performance management.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the importance of competency mapping in enhancing workforce effectiveness and ensuring the right fit between employees and their roles.</li> <li>○ Emphasizing a commitment to continuous improvement by regularly updating competency frameworks to reflect evolving organizational needs.</li> </ul> </li> </ul>
5	Methodology of Competency Mapping	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the steps and tools in competency mapping, including job analysis and framework development.</li> <li>○ Familiarity with techniques like behavioral interviews and 360-degree feedback.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Conducting job analysis to identify key competencies.</li> <li>○ Developing competency frameworks aligned with organizational goals.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing a systematic approach to competency mapping for enhancing performance.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>○ Emphasizing accuracy and thoroughness in the competency mapping process.</li> </ul>
6	Measuring Performance, Assessment and Development Centre	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding key concepts and tools for measuring employee performance and conducting assessments.</li> <li>○ Familiarity with the structure and purpose of assessment and development centers in evaluating competencies.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Applying performance measurement techniques to assess and improve employee outcomes.</li> <li>○ Designing and implementing assessment and development centers to identify and develop talent.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the role of accurate performance measurement in driving organizational success.</li> <li>○ Emphasizing a commitment to fair and objective assessment practices for employee development.</li> </ul> </li> </ul>

### 3. Syllabus

<b>Strategic Talent Management</b>			
<b>Course Code</b>	<b>M23MBAHR403</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P&amp;SDA)</b>	<b>2:2</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>40</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>03</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Objectives: This course will enable the students</b>			
<ul style="list-style-type: none"> <li>• To make the students realize the challenges of acquisition and retention of talents for the competitive advantage of the organization.</li> <li>• To understand how important is to develop and retain the best talents in the industry.</li> <li>• To understand the concepts of competency and its usage in evaluating a person's work.</li> <li>• To get an idea about different tools in identifying required competencies in a person.</li> </ul>			
<b>Module 1: Basics of Talent Management</b>			<b>(6 hours)</b>
Talent- engine of new economy, difference between talents & knowledge workers, Talent Management System, Components & benefits of Talent Management System; creating TMS, challenges of TMS, Building blocks of talents management: Competencies performance management, Conducting performance reviews, Appraising executive talent & Selecting the right appraisal.			
<b>Module 2: Talent Planning</b>			<b>(6 hours)</b>
Concept, Succession management process, integrating succession planning & Career planning, designing succession planning program, Strategic accountability approach in developing the workforce, Balanced Scorecard, Talent development budget, Contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management, CEO Succession planning & Employee engagement.			
<b>Module 3: Developing and Retaining Talent</b>			<b>(7 hours)</b>
Potential identification & development, coaching for sustained & desired change, integrating coaching, training & development with talent management, employee retention, motivation & engagement & developing talent management information system.			
<b>Module 4: Competency Mapping</b>			<b>(7 hours)</b>
Concepts & definition of competency; types of competencies, competency-based HR systems, competency & performance, 5 level competency model & developing various competency models, how competencies relate to career development & organizational goals.			

<b>Module 5: Methodology of Competency Mapping</b>	<b>(7 hours)</b>
Competency model development, Competency models, People capability maturity model, Developing competency framework, Competency profiling, Competency mapping tools, Use of psychological testing in competency mapping & Competency-based interviewing.	
<b>Module 6: Measuring Performance, Assessment and Development Centre</b>	<b>(7 hours)</b>
Performance assessment, diagnosing reasons for performance problems, designing an effective performance management system, sources of errors in performance measurement. Assessment & Development Centre: concepts, importance & uses of assessments centre in selecting employees, difference between assessment & development centre, assessment centre approach to competence building, profile of the assessors, steps in assessment centre, designing the assessment centre.	
<b>Suggested Learning Resources:</b>	
<b>Recommended Books</b>	
<ol style="list-style-type: none"> <li>1. Talent Management – Gowri Joshi, Veena Vohra, Cengage Learning, 2018.</li> <li>2. The Talent Management Hand Book – Lance A. Berger &amp; Dorothy R. Berger, Tata McGraw Hill.</li> </ol>	
<b>Reference Books</b>	
<ol style="list-style-type: none"> <li>1. Competence at work – Lyle M. Spencer, Signe M. Spencer. John Wiley, 1993.</li> <li>2. A Handbook of Competency Mapping – Seema Sangi, Response BOOKS, 2004.</li> </ol>	
<b>Web Links and Video Lectures (e-Resources):</b>	
<ul style="list-style-type: none"> <li>• <a href="https://www.pdfdrive.com/the-talent-management-handbook-e33563313.html">https://www.pdfdrive.com/the-talent-management-handbook-e33563313.html</a></li> <li>• <a href="https://www.researchgate.net/publication/228672156_Strategic_Talent_Management_A_review_and_research_agenda">https://www.researchgate.net/publication/228672156_Strategic_Talent_Management_A_review_and_research_agenda</a></li> <li>• <a href="https://hvtc.edu.vn/Portals/0/files/635834387511001885talent-management-a-focus-on-excellence.pdf">https://hvtc.edu.vn/Portals/0/files/635834387511001885talent-management-a-focus-on-excellence.pdf</a></li> <li>• <a href="https://www.youtube.com/watch?v=Pk8hN7lw_RA">https://www.youtube.com/watch?v=Pk8hN7lw_RA</a></li> <li>• <a href="https://www.youtube.com/watch?v=ZG8coejZoSg">https://www.youtube.com/watch?v=ZG8coejZoSg</a></li> <li>• <a href="https://www.tutorialspoint.com/talent_management/talent_management_tutorial.pdf">https://www.tutorialspoint.com/talent_management/talent_management_tutorial.pdf</a></li> </ul>	
<b>Note: The afore said links and study material suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.</b>	
<b>Skill Development Activities Suggested</b>	
<ul style="list-style-type: none"> <li>• Students are expected to conduct a study on how talents are acquired and retained – in various industries – and various strategies followed by the respective companies.</li> <li>• Discussion on “How to have/ evaluate the performance of the MBA students”.</li> <li>• Ask the students to find out the best employer surveys conducted during the past one year and make a presentation.</li> <li>• Identify the important positions in your college or any other organization and ascertain the measures if any taken to develop second line of leadership.</li> <li>• Ask the students to collect data about the position of principal, director, and other teachers in your college and prepare a competency dictionary for the said positions.</li> <li>• Presentation by students about the competency directory profiling of various positions.</li> <li>• Ask the students to role play the behavioural event interview to collect data for competency mapping for the position of management professor.</li> </ul>	

#### 4. Syllabus Timeline

S/L	Syllabus Timeline	Description
1	Week 1-2: Basics of Talent	<ul style="list-style-type: none"> <li>• Talent- engine of new economy, difference between talents &amp; knowledge workers</li> </ul>



	Management	<ul style="list-style-type: none"> <li>• Talent Management System, Components &amp; benefits of Talent Management System</li> <li>• Creating TMS, challenges of TMS, Building blocks of talents management</li> <li>• Competencies performance management</li> <li>• Conducting performance reviews</li> <li>• Appraising executive talent &amp; selecting the right appraisal</li> </ul>
2	Week 3-4: Talent Planning	<ul style="list-style-type: none"> <li>• Concept, Succession management process</li> <li>• Integrating succession planning &amp; Career planning, designing succession planning program</li> <li>• Strategic accountability approach in developing the workforce, Balanced Scorecard</li> <li>• Talent development budget, Contingency plan for talent; building a reservoir of talent</li> <li>• Compensation management within the context of talent management &amp; CEO Succession planning</li> <li>• Employee engagement</li> </ul>
3	Week 5-6: Developing and Retaining Talent	<ul style="list-style-type: none"> <li>• Potential identification &amp; development</li> <li>• Coaching for sustained &amp; desired change, integrating coaching</li> <li>• Training &amp; development with talent management, employee retention</li> <li>• Motivation &amp; engagement &amp; developing talent management information system</li> </ul>
4	Week 7-8: Competency Mapping	<ul style="list-style-type: none"> <li>• Concepts &amp; definition of competency; types of competencies</li> <li>• Competency-based HR systems, competency &amp; performance, 5 level competency model</li> <li>• Developing various competency models, how competencies relate to career development &amp; organizational goals</li> </ul>
5	Week 9-10: Methodology of Competency Mapping	<ul style="list-style-type: none"> <li>• Competency model development, Competency models</li> <li>• People capability maturity model, Developing competency framework, Competency profiling</li> <li>• Competency mapping tools</li> <li>• Use of psychological testing in competency mapping</li> <li>• Competency-based interviewing</li> </ul>
6	Week 11-12: Measuring Performance, Assessment and Development Centre	<ul style="list-style-type: none"> <li>• Performance assessment, diagnosing reasons for performance problems</li> <li>• Designing an effective performance management system, sources of errors in performance measurement</li> <li>• Assessment and Development Centre: concepts, importance and uses of assessments centre in selecting employees, difference between assessment and development centre</li> <li>• Assessment centre approach to competence building, profile of the assessors</li> <li>• Steps in assessment centre, designing the assessment centre</li> </ul>

### 5. Teaching Learning Process Strategies

S/L	TLP Strategies:	Description
1	Lecture Method	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves the traditional format of a teacher delivering information to students.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>○ The instructor explains concepts, theories, and principles related to the course.</li> <li>● <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ The lecture method is effective for presenting foundational knowledge, theoretical concepts and frameworks.</li> <li>○ It provides a structured way to convey information and ensures that all students receive the same content.</li> <li>○ Visual aids, multimedia, and interactive elements can enhance engagement during lectures.</li> </ul> </li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for introducing new topics, theoretical foundations, and fundamental principles in communication.</li> </ul> </li> </ul>
2	Case Studies and Group Discussions	<ul style="list-style-type: none"> <li>● <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves presenting real or hypothetical scenarios for analysis and discussion.</li> <li>○ Students collaboratively discuss, analyse, and propose solutions to case-based problems.</li> </ul> </li> <li>● <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Encourages critical thinking, problem-solving, and application of theoretical knowledge to practical situations.</li> <li>○ Fosters active participation, communication skills, and the exchange of diverse perspectives among students.</li> </ul> </li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing analytical skills, decision-making abilities, and understanding the practical implications of the concepts.</li> </ul> </li> </ul>
3	Role Plays and Simulations	<ul style="list-style-type: none"> <li>● <b>Description:</b> <ul style="list-style-type: none"> <li>○ Students enact specific roles in simulated scenarios that mirror real-world situations.</li> <li>○ Simulations replicate aspects of the business environment to provide hands-on experience.</li> </ul> </li> <li>● <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Enhances experiential learning by allowing students to apply theoretical concepts in simulated real-world contexts.</li> <li>○ Develops interpersonal and communication skills as students actively engage in different roles and scenarios.</li> </ul> </li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing practical skills, interpersonal communication, and understanding the dynamics of business environment.</li> </ul> </li> </ul>
4	Real World Applications and Industry Guest Lectures	<ul style="list-style-type: none"> <li>● <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves integrating real-world examples, case studies and experiences into the learning process.</li> <li>○ Industry professionals or experts are invited to deliver lectures or share insights with students.</li> </ul> </li> <li>● <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing how concepts are applied in actual business settings.</li> <li>○ Provides students with valuable insights, industry perspectives, and networking opportunities.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Enhances students' understanding of the practical relevance of communication concepts.</li> <li>○ Fosters connections between academia and industry, exposing students to real-world challenges and solutions.</li> </ul> </li> </ul>
5	Overall Integration: These teaching-learning strategies can be integrated for a well-rounded and comprehensive learning experience. For example, a case study can be followed by a group discussion to encourage collaborative problem-solving, and a related role-play or simulation can provide a hands-on application of the concepts learned. Guest lecturers from industry professionals can further enrich the learning experience by providing real-world insights and practical examples related to the course content.	
6	Adaptability: Flexibility is key and instructors may choose to adapt and combine these strategies based on the specific objectives of each module or lesson. Regular feedback and assessment can help gauge the effectiveness of these strategies and make adjustments as needed.	

## 6. Assessment Details

### Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

### Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

### CIE Marks shall be based on:

- a) Tests (for 25 Marks) and
- b) Assignments, presentations, quiz, simulation, experimentation, mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

### Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.

## 7. Learning Objectives

S/L	Learning Objectives	Description
1	Basics of Talent Management	Students will be able to explain the key concepts and processes of talent management and understand their impact on organizational effectiveness.
2	Talent Planning	Students will be able to create strategic talent plans that effectively address

		workforce needs and contribute to achieving organizational goals.
3	Developing and Retaining Talent	Students will be able to design and implement strategies for developing and retaining talent that enhance employee engagement and minimize turnover.
4	Competency Mapping	Students will be able to identify and map the competencies required for various roles within an organization, ensuring alignment with organizational objectives.
5	Methodology of Competency Mapping	Students will be able to apply systematic approaches to competency mapping, enabling them to create accurate and useful competency frameworks.

### 8. Course Outcomes (COs) and Mapping with POs / PSOs

#### Course Outcomes

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

COs	Description	Blooms Level
M23MBAHR403.1	Understand the fundamental concepts and processes of talent management in achieving organizational goals.	L2
M23MBAHR403.2	Apply talent planning strategies to develop and implement workforce plans that align with the strategic objectives of an organization.	L3
M23MBAHR403.3	Analyse the effectiveness of competency mapping to identify skill gaps and areas for improvement within the workforce.	L4
M23MBAHR403.4	Evaluate the impact of talent management practices on overall organizational success.	L5

#### Mapping of COs POs and PSOs

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
M23MBAHR403.1	3	2				3		
M23MBAHR403.2				3			2	
M23MBAHR403.3		3					3	
M23MBAHR403.4			3		2			2
M23MBAHR403	3	2.5	3	3	2	3	2.5	2

### 9. Assessment Plan

#### Continuous Internal Assessment

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	5				5
<b>Module 2</b>	5				5
<b>Module 3</b>		10			10
<b>Module 4</b>		5	5		10
<b>Module 5</b>			10		10
<b>Module 6</b>				10	10
<b>Total</b>	<b>10</b>	<b>15</b>	<b>15</b>	<b>10</b>	<b>50</b>

#### SEE

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	10				20
<b>Module 2</b>	10				10
<b>Module 3</b>		20			10
<b>Module 4</b>		10	10		20
<b>Module 5</b>			20		20

<b>Module 6</b>				20	20
<b>Total</b>	<b>20</b>	<b>30</b>	<b>30</b>	<b>20</b>	<b>100</b>

### Conditions for SEE Paper Setting

#### Semester End Examination

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.

#### 10. Future with this Subject

The "Strategic Talent Management" course in the second semester of the MBA program lays a strong foundation for corporate and career for management students. The contributions of this subject extend across various areas, enhancing the students' understanding and skills in the field of Strategic Talent Management in business. Here are some notable contributions:

- **Leadership Roles in HR:** Mastery of talent management can pave the way for leadership positions in human resources, where you'll guide strategic workforce initiatives.
- **Data-Driven Decision-Making:** Future HR professionals will increasingly rely on data analytics to make informed decisions about talent acquisition, development, and retention.
- **AI and Automation in HR:** Understanding talent management will be crucial as AI and automation become integral to recruitment, performance assessment, and employee engagement.
- **Customized Employee Experiences:** There will be a growing emphasis on personalizing the employee experience, requiring expertise in talent management to design customized development plans.
- **Global Talent Mobility:** As organizations become more global, there will be a need for talent management professionals who can manage cross-border talent mobility and diverse teams.
- **Diversity and Inclusion:** Future HR roles will focus heavily on fostering diversity and inclusion, with talent management playing a key role in creating equitable workplaces.
- **Sustainability in HR Practices:** Talent management will be central to promoting sustainable HR practices, focusing on long-term employee well-being and ethical employment practices.
- **Agile Workforce Planning:** The future will require talent management professionals to be adept at agile workforce planning to respond quickly to changing business environments.
- **Employee Engagement and Well-being:** There will be a continued focus on enhancing employee engagement and well-being, with talent management strategies playing a critical role.

<b>4<sup>th</sup> Semester</b>	<b>Professional Elective Course (PE) International Human Resource Management</b>	<b>M23MBAHR404</b>
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**1. Prerequisites**

S/L	Proficiency	Prerequisites
1	Basic Understanding	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> Familiarity with fundamental concepts of Global HRM in managing and developing the organization.</li> <li>• <b>Understanding:</b> Basic understanding of international staffing and its training process.</li> </ul>
2	Problem Solving Methods	<ul style="list-style-type: none"> <li>• <b>Differentiation:</b> Ability to identify and differentiate between domestic HRM and Global HRM</li> <li>• <b>Skills:</b> Competence in developing and implementing strategies to manage Host Country Nationals, Parent Country Nationals and Third Country Nationals</li> </ul>
3	Industry Relevant Skill Sets	<ul style="list-style-type: none"> <li>• <b>Understanding:</b> Awareness of developing the problem-solving techniques of international HRM issues.</li> <li>• <b>Application:</b> Ability to apply organizational strategies with regards to the deployment of the expatriate employees.</li> </ul>

**2. Competencies**

S/L	Competency	KSA Description
1	Introduction Of IHRM	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding key concepts of IHRM and approaches.</li> <li>○ Familiarity with drivers of IHRM.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Assessing the challenges by HR in a global workforce.</li> <li>○ Analyze the emergence of Global HR Manager</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the drivers of internalization of business.</li> <li>○ Embracing global nationals as the growth and opportunity of the organization.</li> </ul> </li> </ul>
2	Concept of Culture	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the importance of international culture management</li> <li>○ Familiarity with role of culture in International HRM</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Identifying and articulating different models of culture.</li> <li>○ Assessing the diversity management.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing different cultures across the globe.</li> <li>○ Cultivating a positive outlook on the benefits of each culture.</li> </ul> </li> </ul>
3	Staffing for International Operations	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the different operations for international staffing.</li> <li>○ Familiarity with various types of nationals such as HCN, TCN, PCN.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Developing and implementing various selection strategies for overseas assignment.</li> <li>○ Analyzing the challenges faced by Expatriates and Repatriates.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the importance of international transfers</li> <li>○ Promoting support practice of improvement of selection strategies through effective control measures.</li> </ul> </li> </ul>
4	Training and Development	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding various training and development program for international staffs and also the global compensation.</li> <li>○ Familiarity with the various approaches of International compensation for expatriates</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Applying appropriate Training and development for expatriates</li> <li>○ Evaluating the Key components of global total rewards programs</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the complexities faced by IHR Managers.</li> <li>○ Being open to adapting and integrating different international training methods to suit specific organizational needs.</li> </ul> </li> </ul>
5	Performance Management Cycle	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the key components of Performance Management System.</li> <li>○ Familiarity with Performance Management Systems in different economies.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Evaluating Performance Management of International Assignees.</li> <li>○ Assessing the issues faced in international performance management.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the continuous improvement of international performance management in organizational development.</li> <li>○ Embracing the PMSs in six leading economies: China, India, Japan, South Korea, UK and USA.</li> </ul> </li> </ul>
6	Equal Opportunities	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the concepts of work-life balance and international culture management.</li> <li>○ Familiarity with the organizational culture and innovations.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Applying various practices to enhance work-life balance.</li> <li>○ Building strong corporate social responsibility with regards to culture.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing ethical culture practices and professionalism in the IHRM.</li> <li>○ Embracing the equal opportunities to enhance work-life balance and international culture management.</li> </ul> </li> </ul>

### 3. Syllabus

International Human Resource Management			
<b>Course Code</b>	<b>M23MBAHR404</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P&amp;SDA)</b>	<b>2:2</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>40</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>03</b>	<b>Exam Hours</b>	<b>03</b>

<b>Course Objectives: This course will enable the students</b>	
<ul style="list-style-type: none"> <li>• The student will be able to identify the application of IHRM in staffing, training, managing and developing an organization.</li> <li>• The student will be able to describe the compensation and performance management systems in an international perspective.</li> <li>• The student will be able to analyze the role of culture in international business.</li> <li>• The student will be able to solve the workplace problems involving international issues.</li> </ul>	
<b>Module 1: Introduction of IHRM</b>	<b>(6 hours)</b>
IHRM - Meaning and Definition, Objectives, The drivers of internationalization of business. HR Challenges in a global workforce, Difference between IHRM and Domestic HRM, Emergence of Global HR Manager, Approaches to International Human Resource Management & Models of IHRM.	
<b>Module 2: Concept of Culture</b>	<b>(6 hours)</b>
Concept of culture, International Culture Management, Role of culture in international business, Models of Culture - Hofstede's Four Cultural Dimensions, Globe's Nine Cultural Dimensions, Edgar Schein's Model of Culture, Schneider's Culture Model, Diversity Management & The paradox of diversity.	
<b>Module 3: Staffing for International Operations</b>	<b>(7 hours)</b>
Staffing for international operations, Selection strategies for overseas assignments, Differentiating between PCNs, TCNs and HCNs, International transfers, Expatriation and Repatriation, Repatriation Process, Challenges of repatriation & support practices.	
<b>Module 4: Training and Development</b>	<b>(7 hours)</b>
Training and development: Training and development for expatriates; Training and development for international staff. Global Compensation: Meaning, Approaches to international Compensation, Key components of global total rewards programs & Complexities faced by IHR managers.	
<b>Module 5: Performance Management Cycle</b>	<b>(7 hours)</b>
Performance management cycle, Key components of PMS, Performance Management of International Assignees, Issues and challenges in international performance management, PMS for expatriates, PMSs in six leading economies: China, India, Japan, South Korea, UK & USA.	
<b>Module 6: Equal Opportunities</b>	<b>(7 hours)</b>
Equal opportunities, Work – life balance: practices and discourses; International Culture Management: Model Organizational Culture and Innovation, Models of Culture, Ethics & corporate social responsibility international labour standards.	
<b>Suggested Learning Resources:</b>	
<b>Recommended Books</b>	
<ol style="list-style-type: none"> <li>1. International Human Resource Management, Srinivas R. Kandula, Sage Publication India Pvt. Ltd., 2018.</li> <li>2. International Human Resource Management - Peter J. Dowling, Denice E. Welch, Cengage Learning.</li> </ol>	
<b>Reference Books</b>	
<ol style="list-style-type: none"> <li>1. International Human Resource Management, Anne-Wil Harzing, Ashly H. Pinnington, Sage Publication India Pvt. Ltd., 4/e, 2015.</li> </ol>	
<b>Web Links and Video Lectures (e-Resources):</b>	
<ul style="list-style-type: none"> <li>• <a href="https://www.airswift.com/blog/importance-of-cultural-awareness">https://www.airswift.com/blog/importance-of-cultural-awareness</a></li> <li>• <a href="https://www.geektonight.com/international-human-resource-management/">https://www.geektonight.com/international-human-resource-management/</a></li> <li>• <a href="https://www.researchgate.net/publication/265020002_Performance_management_in_international_human_resource_management">https://www.researchgate.net/publication/265020002_Performance_management_in_international_human_resource_management</a></li> </ul>	
<b>Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards</b>	



**to copyrights, patenting and other IPR rules.****Skill Development Activities Suggested**

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

**4. Syllabus Timeline**

S/L	Syllabus Timeline	Description
1	Week 1-2: Introduction of IHRM	<ul style="list-style-type: none"> <li>• Meaning and Definition, Objectives</li> <li>• The drivers of internationalization of business</li> <li>• HR Challenges in a global workforce</li> <li>• Difference between IHRM and Domestic HRM</li> <li>• Emergence of Global HR Manager, Approaches to International Human Resource Management</li> <li>• Models of IHRM</li> </ul>
2	Week 3-4: Concept of Culture	<ul style="list-style-type: none"> <li>• Concept of culture, International Culture Management</li> <li>• Role of culture in international business</li> <li>• Models of Culture- Hofstede's Four Cultural Dimensions, Globe's Nine Cultural Dimensions</li> <li>• Edgar Schein's Model of Culture, Schneider's Culture Model</li> <li>• Diversity Management - The paradox of diversity</li> </ul>
3	Week 5-6: Staffing for International Operations	<ul style="list-style-type: none"> <li>• Selection strategies for overseas assignments</li> <li>• Differentiating between PCNs, TCNs and HCNs</li> <li>• International transfers, Expatriation and Repatriation</li> <li>• Repatriation Process</li> <li>• Challenges of repatriation and support practices.</li> </ul>
4	Week 7-8: Training and Development	<ul style="list-style-type: none"> <li>• Training and development for expatriates</li> <li>• Training and development for international staff</li> <li>• Global Compensation: Meaning, Approaches to international Compensation</li> <li>• Key components of global total rewards programs</li> <li>• Complexities faced by IHR managers.</li> </ul>
5	Week 9-10: Performance Management Cycle	<ul style="list-style-type: none"> <li>• Key components of PMS</li> <li>• Performance Management of International Assignees</li> <li>• Issues and challenges in international performance management</li> <li>• PMS for expatriates</li> <li>• PMSs in six leading economies: China, India, Japan, South Korea, UK and USA.</li> </ul>
6	Week 11-12: Equal Opportunities	<ul style="list-style-type: none"> <li>• Work-life balance: practices and discourses</li> <li>• International Culture Management: Model Organizational Culture and Innovation</li> </ul>

		<ul style="list-style-type: none"> <li>• Models of Culture</li> <li>• Ethics and corporate social responsibility international labour standards.</li> </ul>
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### 5. Teaching Learning Process Strategies

S/L	TLP Strategies:	Description
1	Lecture Method	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves the traditional format of a teacher delivering information to students.</li> <li>○ The instructor explains concepts, approaches and principles related to the course.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ The lecture method is effective for presenting foundational knowledge, theoretical concepts and frameworks.</li> <li>○ It provides a structured way to convey information and ensures that all students receive the same content.</li> <li>○ Visual aids, multimedia, and interactive elements can enhance engagement during lectures.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for introducing new topics, theoretical foundations, and fundamental policies &amp; principles of HRM in international context.</li> </ul> </li> </ul>
2	Case Studies and Group Discussions	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves presenting real or hypothetical scenarios for analysis and discussion.</li> <li>○ Students collaboratively discuss, analyse, and propose solutions to case-based problems.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Encourages critical thinking, problem-solving, and application of theoretical knowledge to practical situations.</li> <li>○ Fosters active participation, communication skills, and the exchange of diverse perspectives among students.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing analytical skills, decision-making abilities, and understanding the practical implications of the concepts in international context.</li> </ul> </li> </ul>
3	Role Plays and Simulations	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Students enact specific roles in simulated scenarios that mirror real-world situations.</li> <li>○ Simulations replicate aspects of the global assignees to provide hands-on experience.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Enhances experiential learning by allowing students to apply theoretical concepts in simulated real-world contexts.</li> <li>○ Develops interpersonal and communication skills as students actively engage in different roles and scenarios.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing practical skills, interpersonal communication,</li> </ul> </li> </ul>

		and understanding the dynamics of global HR activities and practices.
4	Real World Applications and Industry Guest Lectures	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves integrating real-world examples, case studies and experiences into the learning process.</li> <li>○ Industry professionals or experts are invited to deliver lectures or share insights with students.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing how concepts are applied in actual business settings.</li> <li>○ Provides students with valuable insights, industry perspectives, and networking opportunities.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Enhances students' understanding of the practical relevance of HR functions in global aspects.</li> <li>○ Fosters connections between academia and industry, exposing students to real-world challenges and solutions.</li> </ul> </li> </ul>
5		<p>Overall Integration: These teaching-learning strategies can be integrated for a well-rounded and comprehensive learning experience.</p> <p>For example, a case study can be followed by a group discussion to encourage collaborative problem-solving, and a related role-play or simulation can provide a hands-on application of the concepts learned. Guest lecturers from industry professionals can further enrich the learning experience by providing real-world insights and practical examples related to the course content.</p>
6		<p>Adaptability: Flexibility is key and instructors may choose to adapt and combine these strategies based on the specific objectives of each module or lesson.</p> <p>Regular feedback and assessment can help gauge the effectiveness of these strategies and make adjustments as needed.</p>

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- b) Assignments, presentations, quiz, simulation, experimentation, mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

### Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.

- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.

### 7. Learning Objectives

S/L	Learning Objectives	Description
1	Understanding Global HRM Frameworks	Students will able to Identify and analyze key international HRM frameworks, models, and theories and how different global HRM practices align with or diverge from domestic HRM practices.
2	Cross-Cultural Competency	Students will Develop skills to assess and interpret cultural differences and their impact on HR practices.
3	Problem Solving Skills	The student will be able to solve the workplace problems involving international issues.
4	Industry Relevant Skill Sets	Students will develop Skills to address ethical dilemmas and promote corporate social responsibility in international settings
5	Global Compensation and Benefits	To Develop compensation structure that is competitive and compliant with local regulations in multiple countries.
6	Ethical Decision-Making and Global Leadership	To develop decision-making skills with an understanding of ethical considerations in a global context and effectively manage and lead diverse international teams.

### 8. Course Outcomes (COs) and Mapping with POs / PSOs

#### Course Outcomes

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

COs	Description	Blooms Level
M23MBAHR404.1	Understand knowledge and practical experience of global HR for human resource planning.	L2
M23MBAHR404.2	Apply HR policies & practices for enhancing the employee & organization performance.	L3
M23MBAHR404.3	Analyze strategic approaches of HR aspects amongst PCN, HCN & TCN for completion of international assignments.	L4
M23MBAHR404.4	Develop human capital to adopt international industrial relation strategies.	L5

#### Mapping of COs POs and PSOs

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
M23MBAHR404.1	3			2		3		
M23MBAHR404.2		2	3		2		2	
M23MBAHR404.3				3			3	
M23MBAHR404.4		3	2		2			2
M23MBAHR404	3	2.5	2.5	2.5	2	3	2.5	2

## 9. Assessment Plan

### Continuous Internal Assessment

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
Module 1	5	5			10
Module 2	5	5			10
Module 3			5		5
Module 4		5	5		10
Module 5			5	5	10
Module 6				5	5
<b>Total</b>	<b>10</b>	<b>15</b>	<b>15</b>	<b>10</b>	<b>50</b>

### SEE

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
Module 1	10	10			20
Module 2	10	10			20
Module 3			10		10
Module 4		10	10		20
Module 5			10	10	20
Module 6				10	10
<b>Total</b>	<b>20</b>	<b>30</b>	<b>30</b>	<b>20</b>	<b>100</b>

### Conditions for SEE Paper Setting

#### Semester End Examination

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.

## 10. Future with this Subject

The "International Human Resource Management" course in the third semester of the MBA program lays a strong foundation for several future courses in the graduate program. The contributions of this subject extend across various areas, enhancing the students' understanding and skills in the field of International Human Resource Management. Here are some notable contributions:

- **Advancements in HR Technology:** The adoption of AI, machine learning, and advanced analytics will transform HR functions, from recruitment and performance management to employee engagement and retention.
- **Enhancing Organizational Agility:** Develop skills to help organizations become more agile and responsive to market shifts and emerging challenges.
- **Driving Sustainable Growth:** Use change management principles to support sustainable organizational growth and long-term success.
- **Fostering a Change-Ready Culture:** Cultivate a culture that embraces change and continuous improvement, promoting resilience and adaptability.
- **Implementing Data-Driven Decision Making:** Apply data analytics to assess change initiatives and development programs, ensuring evidence-based decisions.
- **Managing Global and Remote Teams:** Address the complexities of managing change in increasingly globalized and remote work environments.

- **Enhancing Employee Engagement:** Develop strategies to engage employees during change processes, improving morale and reducing resistance.
- **Navigating Organizational Complexity:** Apply advanced approaches and models to manage complex organizational structures and global HR needs.
- **Innovating Organizational Practices:** Leverage knowledge of organizational development to introduce innovative practices and drive transformation.
- **Improving Leadership Skills:** Enhance leadership capabilities in guiding organizations through change, fostering leadership excellence and strategic vision.

<b>4<sup>th</sup> Semester</b>	<b>Professional Elective Course (PE) Personal Growth and Interpersonal Effectiveness</b>	<b>M23MBAHR405</b>
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**1. Prerequisites**

S/L	Proficiency	Prerequisites
1	Basic Understanding	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> Familiarity with psychological concepts like self-awareness, personality theories, and ego states, plus key interpersonal skills like trust-building.</li> <li>• <b>Understanding:</b> Personal change dynamics, mind functions like creativity, and tools like the Johari Window and Six Thinking Hats.</li> </ul>
2	Problem Solving Methods	<ul style="list-style-type: none"> <li>• <b>Differentiation:</b> Ability to apply psychological theories to personal growth, distinguish personality types, and use creativity tools to address challenges.</li> <li>• <b>Skills:</b> Competence in self-reflection, role clarity, and personal improvement, plus managing relationships using FIRO-B, conflict resolution, and negotiation.</li> </ul>
3	Industry Relevant Skill Sets	<ul style="list-style-type: none"> <li>• <b>Understanding:</b> Proficiency in analyzing effectiveness strategies and applying theories like Transactional Analysis and MBTI in personal and professional contexts.</li> <li>• <b>Application:</b> Ability to implement strategies for personal growth, including time management, habit formation, and social adjustment, while applying tools for creativity and personal growth training.</li> </ul>

**2. Competencies**

S/L	Competency	KSA Description
1	Understanding of Personal Growth and Self-Awareness	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding concepts of personal growth, self-awareness, self-esteem, and the dynamics of role theory, ego states, and defense mechanisms.</li> <li>○ Familiarity with tools for self-improvement, such as self-assessment and personal growth plans.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Analyzing and applying personal growth theories and role clarity in real-world scenarios.</li> <li>○ Developing and executing self-improvement strategies effectively.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing personal development as a crucial aspect of overall effectiveness.</li> <li>○ Appreciating the role of self-awareness and self-improvement in achieving personal and professional goals.</li> </ul> </li> </ul>
2	Interpersonal Relations and Communication	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding key concepts such as trust, self-disclosure, feedback, and the Johari Window.</li> <li>○ Familiarity with personality theories and emotional intelligence.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Applying interpersonal communication strategies to enhance relationships and build trust.</li> <li>○ Utilizing feedback and self-reflection techniques to improve interpersonal effectiveness.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing openness and trust as fundamental components of effective interpersonal interactions.</li> <li>○ Recognizing the importance of interpersonal skills in personal and professional development.</li> </ul> </li> </ul>
3	Creativity and Innovation	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the basics of creativity, innovation, and related psychological theories.</li> <li>○ Familiarity with creativity tools and processes, including Six Thinking Hats and Neuro Linguistic Programming.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Applying creativity and innovation techniques to problem-solving and personal development.</li> <li>○ Overcoming blocks to creativity and employing divergent and convergent thinking methods.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing creativity and innovation as essential for personal and professional growth.</li> <li>○ Openness to exploring and applying various creative strategies.</li> </ul> </li> </ul>
4	Personal Change and Effectiveness	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the nature of personal change, social adjustments, habit formation, and the relationship between attitudes, beliefs, and behaviors.</li> <li>○ Knowledge of personal effectiveness habits and strategies such as the Seven Habits of Highly Effective People.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Implementing strategies for effective personal change and habit formation.</li> <li>○ Applying techniques for personal effectiveness and achieving goals.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing continuous personal growth and the ability to adapt to change.</li> <li>○ Recognizing the importance of habits and attitudes in achieving personal success.</li> </ul> </li> </ul>
5	Conflict Resolution and Time Management	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding interpersonal needs, conflict resolution strategies, and time management principles.</li> <li>○ Familiarity with tools like FIRO-B for interpersonal orientation and effective negotiation techniques.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Applying conflict resolution and negotiation skills to manage and resolve interpersonal issues.</li> <li>○ Implementing time management techniques to enhance productivity and honor commitments.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing effective conflict resolution and time management as critical for personal and professional effectiveness.</li> <li>○ Appreciating the role of managing interpersonal dynamics in achieving organizational and personal objectives.</li> </ul> </li> </ul>



6	Advanced Interpersonal Dynamics	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding advanced concepts of ego states, transactional analysis, and group dynamics.</li> <li>○ Familiarity with sensitivity training, encounter groups, and experiential learning techniques.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Applying transactional analysis and group dynamics concepts to improve interpersonal interactions and personal growth.</li> <li>○ Engaging in experiential learning to enhance understanding and application of interpersonal theories.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing advanced interpersonal dynamics and experiential learning as essential for deep personal and professional development.</li> <li>○ Openness to engaging in intensive learning experiences to enhance interpersonal effectiveness.</li> </ul> </li> </ul>
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### 3. Syllabus

Personal Growth and Interpersonal Effectiveness			
<b>Course Code</b>	<b>M23MBAHR405</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P&amp;SDA)</b>	<b>2:2</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>40</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>03</b>	<b>Exam Hours</b>	<b>03</b>
<b>Course Objectives: This course will enable the students</b>			
<ul style="list-style-type: none"> <li>• The student will be able to describe and explain in her/his own words, the relevance and importance of various PG&amp;IE to be adopted in the Organisation.</li> <li>• The student will be able to classify and categories different PG&amp;IE practices and to be followed in the Organisation.</li> <li>• The student will be able to create and reconstruct Leadership required to manage the Human Resources in the Organisation.</li> <li>• The student will be able to appraise and judge the practical applicability of various PG&amp;IE practices to be followed in the Organisation.</li> </ul>			
<b>Module 1: Dynamics of Personal Growth</b>			<b>(4 hours)</b>
Meaning, nature and scope of personal growth. Self-awareness and self-esteem, Types of Roles, concepts of life roles, role clarity and role boundaries. Ego states- Id, ego and super ego and defense mechanism & Developing a self-improvement plan.			
<b>Module 2: Interpersonal Trust</b>			<b>(4 hours)</b>
Openness, confidentiality, blind spot and unknown part of personality, The Role of Trust in Relationships, Self disclosure, seeking feedback, self – reflection and practicing new behaviors & Discovering facets of interpersonal trust through Johari Window.			
<b>Module 3: Understanding Human Personality and Neuro Functioning</b>			<b>(7 hours)</b>
Personality theories, Carl Jung's theory of personality types and Myers Briggs Type Indicator test (MBTI), Trait theories - PF 16 and Type A and B, Emotional intelligence & its Component. <b>Basic Functions of Mind:</b> Creativity and innovation. Blocks to creativity. Creativity processes and tools – convergent and divergent thinking. Six thinking Hats & Neuro Linguistic Programming.			
<b>Module 4: Attitudes, Beliefs, Values and their Impact on Behaviour:</b>			<b>(7 hours)</b>
Personal change meaning, nature and requisites. Social adjustments and habit formation. The Relationship Between Attitudes, Beliefs, and Behaviours, Locus of control. Habits of personal effectiveness & Seven habits			

of highly effective people.
<b>Module 5: Interpersonal Relations and Personal Growth</b> <span style="float: right;"><b>(9 hours)</b></span>
Interpersonal needs for openness, inclusion and control. Discovering the interpersonal orientation through FIROB. Conflict resolution and negotiation, time management & honoring the commitments.
<b>Module 6: Transactional Analysis</b> <span style="float: right;"><b>(9 hours)</b></span>
Ego states, types of transactions and time structuring. Life position, Applications of Transactional Analysis, T-group sensitivity training, encounter groups, appreciative enquiry & group relations conference (students will go through three days personal growth lab for experiential learning).
<b>Suggested Learning Resources:</b>
<b>Recommended Books</b>
<ol style="list-style-type: none"> <li>1. Organisational Behaviour: Human Behaviour at work John W. Newstrom and Keith Davis, Tata Mc Graw Hill, 11/e, 2003.</li> <li>2. Shyam B R, Dr. N K Ramachandra Gowda &amp; Dr. Y T Krishnegowda. (2017). Personal Growth and Interpersonal Effectiveness. Himalaya Publishing House. Mumbai &amp; Hyderabad. (ISBN: 978-93-5273-311-8).</li> </ol>
<b>Reference Books</b>
<ol style="list-style-type: none"> <li>1. Human Relations in organisations, Robert N. Lussier, Mc Graw Hill Education, 6/e.</li> <li>2. Competency Mapping Assessment and Growth, Naik G.P, IHRM, 2010.</li> </ol>
<b>Web Links and Video Lectures (e-Resources):</b>
<ul style="list-style-type: none"> <li>• <a href="https://r.search.yahoo.com/_ylt=AwrKC.yuqvNiMIYIelW7HAX.; ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMec2VjA3Ny/RV=2/RE=1660164911/RO=10/RU=https%3a%2f%2fidoc.pub%2fdocuments%2fpersonal-growth-and-interpersonal-effectiveness-ylx3eompqnm/RK=2/RS=n8xZOt_T_bFC68F4X7UAwxMwkv4-">https://r.search.yahoo.com/_ylt=AwrKC.yuqvNiMIYIelW7HAX.; ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMec2VjA3Ny/RV=2/RE=1660164911/RO=10/RU=https%3a%2f%2fidoc.pub%2fdocuments%2fpersonal-growth-and-interpersonal-effectiveness-ylx3eompqnm/RK=2/RS=n8xZOt_T_bFC68F4X7UAwxMwkv4-</a></li> <li>• <a href="https://r.search.yahoo.com/_ylt=AwrKC.yuqvNiMIYIeoW7HAX.; ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMec2VjA3Ny/RV=2/RE=1660164911/RO=10/RU=https%3a%2f%2fwww.tppl.org.in%2f2020%2fall-stream-books%2f6244-personal-growth-and-interpersonal-effectiveness-.html/RK=2/RS=rpRdeJi7et9M8tFNbcBdlaXNTdI-">https://r.search.yahoo.com/_ylt=AwrKC.yuqvNiMIYIeoW7HAX.; ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMec2VjA3Ny/RV=2/RE=1660164911/RO=10/RU=https%3a%2f%2fwww.tppl.org.in%2f2020%2fall-stream-books%2f6244-personal-growth-and-interpersonal-effectiveness-.html/RK=2/RS=rpRdeJi7et9M8tFNbcBdlaXNTdI-</a></li> <li>• <a href="https://r.search.yahoo.com/_ylt=AwrKC.yuqvNiMIYIhoW7HAX.; ylu=Y29sbwNzZzMEcG9zAzQEdnRpZAMec2VjA3Ny/RV=2/RE=1660164911/RO=10/RU=https%3a%2f%2fwww.scribd.com%2fpresentation%2f318352003%2fPersonal-Growth-and-Interpersonal-Effectiveness-PPT/RK=2/RS=2IWkxWYX9qUIPdMH461FNs0M1FI-">https://r.search.yahoo.com/_ylt=AwrKC.yuqvNiMIYIhoW7HAX.; ylu=Y29sbwNzZzMEcG9zAzQEdnRpZAMec2VjA3Ny/RV=2/RE=1660164911/RO=10/RU=https%3a%2f%2fwww.scribd.com%2fpresentation%2f318352003%2fPersonal-Growth-and-Interpersonal-Effectiveness-PPT/RK=2/RS=2IWkxWYX9qUIPdMH461FNs0M1FI-</a></li> </ul>
<b>Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copyrights, patenting and other IPR rules.</b>
<b>Skill Development Activities Suggested</b>
<ul style="list-style-type: none"> <li>• Students are expected to conduct an in-depth study about various personality traits &amp; TA and submit a detailed report.</li> <li>• Students must undergo psychometric test like MBTI, FIRO-B, Big Five etc, conduct SWOT analysis and prepare a personal growth plan based on the results</li> <li>• Ask the individual students to seek multisource feedback about their interpersonal effectiveness from peers, teachers, and parents; understand and reflect the feedback and prepare a development plan for interpersonal effectiveness.</li> <li>• Discuss a Johari Window case in the class to identify how it can help each individual student to promote his/ her personal growth.</li> <li>• Organize a workshop on MBTI for the students to know their type and to understand the type dynamics.</li> <li>• Organize a Neuro linguistic programming workshop for the participation of all HR students</li> </ul>

#### 4. Syllabus Timeline

S/L	Syllabus Timeline	Description
1	Week 1-2: Dynamics of Personal Growth	<ul style="list-style-type: none"> <li>• Meaning, nature and scope of personal growth</li> <li>• Self-awareness and self-esteem</li> <li>• Types of Roles, concepts of life roles</li> <li>• role clarity and role boundaries</li> <li>• Ego states - Id, ego</li> <li>• super ego and defense mechanism</li> <li>• Developing a self-improvement plan</li> </ul>
2	Week 3-4: Interpersonal Trust	<ul style="list-style-type: none"> <li>• Openness, confidentiality</li> <li>• Blind spot and unknown part of personality</li> <li>• The Role of Trust in Relationships</li> <li>• Self-disclosure, seeking feedback</li> <li>• self- reflection and practicing new behaviors</li> <li>• Discovering facets of interpersonal trust through Johari Window</li> </ul>
3	Week 5-6: Understanding Human Personality and Neuro Functioning	<ul style="list-style-type: none"> <li>• Personality theories, Carl Jung's theory</li> <li>• personality types and Myers Briggs</li> <li>• Type Indicator test (MBTI)</li> <li>• Trait theories- PF 16 Type A and B</li> <li>• Emotional intelligence &amp; its components</li> <li>• Basic functions of mind: Creativity and innovation</li> <li>• Blocks to creativity</li> <li>• Creativity processes and tools - convergent and divergent thinking</li> <li>• Six thinking Hats</li> <li>• Neuro Linguistic Programming</li> </ul>
4	Week 7-8: Attitudes, Beliefs, Values and their Impact on Behaviour	<ul style="list-style-type: none"> <li>• Personal change meaning</li> <li>• Nature and requisites</li> <li>• Social adjustments and habit formation</li> <li>• The Relationship Between Attitudes, Beliefs, and Behaviors</li> <li>• Locus of control</li> <li>• Habits of personal effectiveness</li> <li>• Seven habits of highly effective people</li> </ul>
5	Week 9-10: Interpersonal Relations and Personal Growth	<ul style="list-style-type: none"> <li>• Interpersonal needs for openness</li> <li>• Inclusion and control</li> <li>• Discovering the interpersonal orientation through FIRO-B</li> <li>• Conflict resolution and negotiation</li> <li>• Time management and honoring the commitments</li> </ul>
6	Week 11-12: Transactional Analysis	<ul style="list-style-type: none"> <li>• Ego states, types of transactions and time structuring</li> <li>• Life position, Applications of Transactional Analysis</li> <li>• T-group sensitivity training, encounter groups</li> <li>• Appreciative enquiry and group relations conference (students will go through three days personal growth lab for experiential learning)</li> </ul>

### 5. Teaching Learning Process Strategies

S/L	TLP Strategies:	Description
1	Lecture Method	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Traditional format where the instructor delivers information on personal growth theories, interpersonal skills, and psychological concepts.</li> </ul> </li> <li>• <b>Elaboration:</b></li> </ul>

		<ul style="list-style-type: none"> <li>○ Effective for introducing fundamental concepts such as self-awareness, emotional intelligence, and personality theories.</li> <li>○ Provides a structured way to present theoretical knowledge, supported by visual aids and interactive elements to engage students.</li> <li>• <b>Applicability:</b></li> <li>○ Ideal for foundational topics, theoretical frameworks, and introductory concepts in personal growth and interpersonal effectiveness.</li> </ul>
2	Case-Based Teaching and Class Room Discussions	<ul style="list-style-type: none"> <li>• <b>Description:</b></li> <li>○ Presents real or hypothetical scenarios related to personal growth and interpersonal challenges for analysis and discussion.</li> <li>○ Students work together to analyze cases and propose solutions.</li> <li>• <b>Elaboration:</b></li> <li>○ Encourages critical thinking and application of theoretical knowledge to practical interpersonal situations.</li> <li>○ Fosters active participation, enhances communication skills, and allows diverse perspectives to be shared.</li> <li>• <b>Applicability:</b></li> <li>○ Suitable for developing problem-solving skills, understanding real-life applications of personal growth theories, and exploring interpersonal dynamics.</li> </ul>
3	Role Plays, Videos and Simulations	<ul style="list-style-type: none"> <li>• <b>Description:</b></li> <li>○ Students act out roles in simulated scenarios reflecting real-world interpersonal situations.</li> <li>○ Simulations provide hands-on experience in applying personal growth concepts and interpersonal skills.</li> <li>• <b>Elaboration:</b></li> <li>○ Enhances experiential learning by allowing students to practice skills such as conflict resolution, self-disclosure, and feedback.</li> <li>○ Develops interpersonal and communication skills through active engagement in various roles and scenarios.</li> <li>• <b>Applicability:</b></li> <li>○ Effective for practicing interpersonal skills, understanding dynamics of personal interactions, and applying personal growth concepts in realistic settings.</li> </ul>
4	Workshop from Practitioners and Guest Lectures	<ul style="list-style-type: none"> <li>• <b>Description:</b></li> <li>○ Integrates real-world examples and experiences from industry professionals into the learning process.</li> <li>○ Invites experts to share insights and experiences related to personal growth and interpersonal effectiveness.</li> <li>• <b>Elaboration:</b></li> <li>○ Bridges the gap between theory and practice by showcasing how personal growth and interpersonal skills are applied in professional settings.</li> <li>○ Provides valuable industry perspectives, practical examples, and networking opportunities for students.</li> <li>• <b>Applicability:</b></li> <li>○ Enhances understanding of the practical relevance of personal growth and interpersonal concepts, connecting academic learning with real-world challenges.</li> </ul>
5	Overall Integration: These teaching-learning strategies can be integrated to create a well-rounded and	

	comprehensive experience in personal growth and interpersonal effectiveness. For example, after exploring self-awareness concepts, students can engage in group discussions to share personal reflections, followed by role-plays to practice interpersonal skills like trust-building and conflict resolution. Guest speakers, such as psychologists or industry experts, can further enhance learning by sharing real-world experiences and practical advice on personal development and effective communication.
6	Adaptability: Flexibility is essential, allowing individuals to adapt and combine personal growth and interpersonal strategies based on the specific goals of each area of development. Regular self-reflection and feedback can help assess the effectiveness of these strategies and make necessary adjustments.

## 6. Assessment Details

### Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

### Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

### CIE Marks shall be based on:

- Tests (for 25 Marks) and
- Assignments, presentations, quiz, simulation, experimentation, mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

### Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.

## 7. Learning Objectives

S/L	Learning Objectives	Description
1	Increased Self-Awareness	Students will be able to recognize and articulate their strengths, weaknesses, values, and motivations.
2	Emotional Regulations	Students will Develop the ability to manage and regulate their emotions in various situations, promoting resilience and mental well-being.
3	Goal Setting and Achievement	Students will Learn to set realistic personal and professional goals and develop strategies to achieve them.
4	Growth Mindset	Students will Adopt a growth mindset, understanding that abilities and intelligence can be developed through dedication and hard work.
5	Time	Students will be able to effectively manage their time and prioritize tasks to enhance

	Management	productivity and reduce stress.
6	Effective Communication	Students will demonstrate the ability to communicate clearly and effectively, both verbally and non-verbally, in a variety of contexts.

### 8. Course Outcomes (COs) and Mapping with POs / PSOs

#### Course Outcomes

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

COs	Description	Blooms Level
M23MBAHR405.1	Understand the importance of self-reflection and emotional regulation in personal development.	L2
M23MBAHR405.2	Apply the personal strengths and weaknesses to determine areas for improvement and growth.	L3
M23MBAHR405.3	Analyze the effectiveness of personal growth plans by reflecting on progress towards set goals.	L4
M23MBAHR405.4	Evaluate personal and interpersonal effectiveness by reflecting on case studies or real-life experiences, identifying strengths and areas for improvement.	L5

#### Mapping of COs POs and PSOs

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
M23MBAHR405.1	1				2	3		
M23MBAHR405.2			2				2	
M23MBAHR405.3				3				2
M23MBAHR405.4		2		2				
M23MBAHR405	1	2	2	2.5	2	3	2	2

### 9. Assessment Plan

#### Continuous Internal Assessment

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	10				10
<b>Module 2</b>		5			10
<b>Module 3</b>			10		10
<b>Module 4</b>				10	10
<b>Module 5</b>				10	10
<b>Module 6</b>		5			
<b>Total</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>20</b>	<b>50</b>

#### SEE

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
<b>Module 1</b>	20				20
<b>Module 2</b>		10			20
<b>Module 3</b>			20		20
<b>Module 4</b>				20	20
<b>Module 5</b>				20	20
<b>Module 6</b>		10			
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>40</b>	<b>100</b>

#### Conditions for SEE Paper Setting

### Semester End Examination

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.

### 10. Future with this Subject

The "Personal Growth and Interpersonal Effectiveness" course in the second semester of the MBA program lays a strong foundation for corporate and career for management students. The contributions of this subject extend across various areas, enhancing the students' understanding and skills in the field of Personal Growth and Interpersonal Effectiveness in business. Here are some notable contributions:

- **Continuous Learning:** Personal growth will revolve around the idea of lifelong learning where individuals will continue acquiring new skills and knowledge throughout their careers and personal lives via microlearning platforms and online courses that make accessible newer ways to learn.
- **Adaptive Learning Systems:** Adaptive learning systems powered by AI will create personalized learning experiences based on individual needs, preferences, and progress, thereby enhancing efficiency in personal development.
- **Cultural Competence in Global Contexts:** Cultural competence will be a priority as globalization accelerates so as to ensure effective communication with people from diverse backgrounds which are vital for personal and professional success in a globally connected world.
- **Digital Communication Skills:** Due to digital collaboration and remote working, interpersonal effectiveness will require proficiency in digital communication. This involves knowing how to behave online, making virtual relationships grow, resolving conflicts online.
- **Value-Based Personal Growth:** Social activism and environmental responsibility may be incorporated more strongly as future personal growth strategies. Consistency with their principles, such as focusing on sustainability and impacts on people's lives, will cause individuals to go towards that direction.
- **Empathy and Compassion:** Ethical behavior, empathy, and compassion will increasingly emerge as essential components of effective leadership and collaboration in addressing global challenges.
- **Personalized Coaching and Mentorship:** The future will see more personalized coaching and mentorship opportunities, enabled by AI and data analytics, to guide individuals through their unique personal growth journeys.
- **Tailored Interpersonal Skills Development:** Training should be tailored to meet the needs for individual interpersonal skills development in order to address specific areas within conflict resolution processes, leadership styles or team collaborations in either personal or professional contexts.
- **Neuroscience-Informed Development:** Advances in neuroscience and behavioral science will inform new methods and strategies for personal growth, focusing on how habits are formed, how change can be sustained, and how interpersonal effectiveness can be enhanced through better understanding of brain function.

<b>4<sup>th</sup> Semester</b>	<b>Professional Elective Course (PE) Conflict and Negotiation Management</b>	<b>M23MBAHR406</b>
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**1. Prerequisites**

S/L	Proficiency	Prerequisites
1	Basic Understanding	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> Familiarity with the basic concepts, types, process &amp; methods of conflict &amp; negotiation.</li> <li>• <b>Understanding:</b> Basic applications of conflict management &amp; negotiation strategies.</li> </ul>
2	Problem Solving	<ul style="list-style-type: none"> <li>• <b>Differentiation:</b> Ability to classify and differentiate between various methods of conflict &amp; negotiation management.</li> <li>• <b>Skills:</b> Capability to compile a skillful framework for solving conflict &amp; negotiation in the business.</li> </ul>
3	Industry Relevant Skill Sets	<ul style="list-style-type: none"> <li>• <b>Understanding:</b> Recognition of industry-relevant conflict &amp; negotiation skill sets.</li> <li>• <b>Application:</b> Ability to apply industry-relevant conflict &amp; negotiation skills to real-world scenarios.</li> </ul>

**2. Competencies**

S/L	Competency	KSA Description
1	Understanding of Conflict	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Grasping basics concepts, features, process &amp; issues in conflict.</li> <li>○ Applying conflict theories &amp; views to practical organizational scenarios.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Analyzing and interpreting conflict types &amp; levels.</li> <li>○ Applying conflict models to real-world management challenges.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the importance of conflict foundations in business.</li> </ul> </li> </ul>
2	Analogy of Conflict	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the stages of conflicts.</li> <li>○ Design &amp; delivery of conflicts due to grievance &amp; frustration.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Applying escalation of conflicts in different organizational contexts.</li> <li>○ Demonstrating effective conflict mapping &amp; tracking in practical situations.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the role of cost &amp; effect in organizational success.</li> <li>○ Openness to different analogy of conflict.</li> </ul> </li> </ul>
3	Conflict Management	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the approaches of conflict management.</li> <li>○ Ability to choose strategies for resolving conflicts.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Applying conflict resolution skills.</li> <li>○ Implementing effective conflict regulations &amp; reduction.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the strategic role of conflict transformation.</li> <li>○ Appreciation for the iterative nature of conflict management in</li> </ul> </li> </ul>



		dynamic environments.
4	Negotiation	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding concepts, types &amp; methods of negotiation.</li> <li>○ Ability to choose &amp; implement different negotiation techniques &amp; skills.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Proficiency in designing effective negotiation skills.</li> <li>○ Applying negotiation strategies effectively for problem solving.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Openness to various approaches of negotiation.</li> <li>○ Valuing the importance of negotiation tactics in organizational success.</li> </ul> </li> </ul>
5	Resolving Disputes	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the dispute settlements negotiation.</li> <li>○ Applying theoretical knowledge to practical organizational scenarios.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Acquisition of knowledge on negotiation strategy, tactics &amp; power.</li> <li>○ Assessing best ethics in negotiation.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the dispute settlement negotiation in achieving organizational objectives.</li> <li>○ Appreciation for the iterative nature of conflict settlements ethics in dynamic environments</li> </ul> </li> </ul>
6	Industry Relevant Managing Impasse & Difficult Negotiations	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Provide third party approaches.</li> <li>○ Build third part intervention skills through practical interaction to act according to corporate situations.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Acquisition of industry relevant third party negotiation skill sets.</li> <li>○ Application of negotiation interventions to enhance organizational effectiveness.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Recognizing the ongoing need for evolving third party intervention skills in a dynamic industry.</li> <li>○ Valuing the best practices in negotiation to personal and organizational success.</li> </ul> </li> </ul>

### 3. Syllabus

Conflict and Negotiation Management			
Course Code	M23MBAHR406	CIE Marks	50
Teaching Hours/Week (L:P&SDA)	2:2	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
<b>Course Objectives: This course will enable the students</b>			
<ul style="list-style-type: none"> <li>• To understand the nature of various dimensions of conflict.</li> <li>• To learn various strategies and techniques to manage conflicts.</li> <li>• To understand the importance and role of negotiation in conflict resolution.</li> <li>• To understand the importance of cross-cultural and gender dimensions of negotiation.</li> </ul>			
<b>Module 1: Introduction to Conflict</b>			<b>(6 hours)</b>

Meaning & Definitions, Causes, Views, Effects, Theories, Types, Levels & Models of Conflict.	
<b>Module 2: Analogy of Conflict</b>	<b>(7 hours)</b>
Stages of Conflicts, Conflicts due to Grievances & Frustration, Escalation of Conflicts, Escalation Process, Cost and Effect of Conflicts & Conflict Mapping and Tracking.	
<b>Module 3: Conflict Management</b>	<b>(7 hours)</b>
Managing Conflict Approaches, Strategies for Resolving Conflicts, Conflict Resolution Process, Skills for Conflict Management, Conflict Regulation & Reduction & Transformation.	
<b>Module 4: Negotiation</b>	<b>(7 hours)</b>
Meaning & Definitions, Types, Principles for Successful Negotiations, Factors & Essential Skills for Negotiation, Six Foundations of Negotiation, Negotiation Process, Psychological Advantage of Negotiations, Techniques, Issues & Negotiation Strategies.	
<b>Module 5: Negotiation - Resolving Disputes</b>	<b>(7 hours)</b>
Dispute Settlement Negotiation (DSN) and Deal Making Negotiation (DMN), Importance of BATNA (Best Alternative to a Negotiated Agreement) & ZOPA (Zone of Possible Agreement) in Dispute Settlement, Negotiation Strategy, Tactics, Power & Ethics in Negotiation.	
<b>Module 6: Managing Impasse and Difficult Negotiations</b>	<b>(6 hours)</b>
Meaning & Definitions, Third Party Approaches: Third Party Interventions, Formal Intervention Methods – Arbitration, Mediation and Process Consultation, Informal Intervention Methods, Best Practices in Negotiation.	
<b>Suggested Learning Resources:</b>	
<b>Recommended Books</b>	
1. Corporate Conflict Management - Concepts and Skills, Eirene Leela Rout, Nelson Omiko, Prentice India, 2007.	
2. Negotiations, Roy J. Lewicki, David M. Saunders, Bruce Barry, 5/e, Mc Graw Hill, 2005.	
3. Contemporary Conflict Resolution, Oliver Ramsbotham, Hugh Miall, Tom Woodhouse, 3rd edition, Polity publishers, 2011.	
<b>Reference Books</b>	
1. Managing conflict and negotiation, B.D. Singh, 1st edition, Excel books, 2008.	
2. Managing Conflict in Organizations, M. Afzalur Rahim, 4th Edition, Transaction Publishers, 2011.	
<b>Web Links and Video Lectures (e-Resources):</b>	
<ul style="list-style-type: none"> <li>• <a href="https://www.youtube.com/watch?v=wYb_PKTawE4">https://www.youtube.com/watch?v=wYb_PKTawE4</a><a href="https://freevideolectures.com/course/3144/international-business-communication/28">https://freevideolectures.com/course/3144/international-business-communication/28</a></li> <li>• <a href="https://www.coursera.org/lecture/negotiation-skills-conflict/week-2-outline-neVhB">https://www.coursera.org/lecture/negotiation-skills-conflict/week-2-outline-neVhB</a></li> <li>• <a href="https://www.pdfdrive.com/negotiation-and-conflict-management-e34393592.html">https://www.pdfdrive.com/negotiation-and-conflict-management-e34393592.html</a></li> <li>• <a href="https://www.researchgate.net/publication/339850653_MANAGING_CONFLICT_AND_NEGOTIATION">https://www.researchgate.net/publication/339850653_MANAGING_CONFLICT_AND_NEGOTIATION</a></li> </ul>	
<b>Note: The aforesaid links and study material are suggestive in nature, they may be used with due regards to copyrights, patenting and other IPR rules.</b>	
<b>Skill Development Activities Suggested</b>	
<ul style="list-style-type: none"> <li>• Survey the conflict resolution techniques adopted by individuals based on individual personality types.</li> <li>• Dividing students into groups and give a scenario to negotiate and reach conclusion.</li> <li>• Reading: 8 Habits of Highly Effective People; apply the concepts to understand how people approach negotiation through different mind sets.</li> <li>• Conduct Role Plays for different scenarios.</li> <li>• Solve various case studies dealing with conflict between teams and organizations.</li> <li>• Ask students to identify three unconscious factors that may affect their negotiation</li> </ul>	

<p>effectiveness and ask them to explain why or how that phenomenon may occur.</p> <ul style="list-style-type: none"> <li>• Management games like two dollar game, cross the line games can be played in the class to develop negotiation skills among the students.</li> </ul>
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#### 4. Syllabus Timeline

S/L	Syllabus Timeline	Description
1	Week 1-2: Introduction to Conflict	<ul style="list-style-type: none"> <li>• Meaning &amp; Definitions, Causes &amp; Views</li> <li>• Effects &amp; Theories</li> <li>• Types &amp; Levels</li> <li>• Models of Conflict</li> </ul>
2	Week 3-4: Analogy of Conflict	<ul style="list-style-type: none"> <li>• Stages of Conflicts &amp; Conflicts due to Grievances</li> <li>• Frustration, &amp; Escalation of Conflicts</li> <li>• Escalation Process &amp; Cost and Effect of Conflicts</li> <li>• Conflict Mapping and Tracking</li> </ul>
3	Week 5-6: Conflict Management	<ul style="list-style-type: none"> <li>• Managing Conflict Approaches &amp; Strategies for Resolving Conflicts</li> <li>• Conflict Resolution Process &amp; Skills for Conflict Management</li> <li>• Conflict Regulation &amp; Reduction &amp; Transformation</li> </ul>
4	Week 7-8: Negotiation	<ul style="list-style-type: none"> <li>• Meaning &amp; Definitions &amp; Types</li> <li>• Principles for Successful Negotiations &amp; Factors</li> <li>• Essential Skills for Negotiation &amp; Six Foundations of Negotiation</li> <li>• Negotiation Process &amp; Psychological Advantage of Negotiations</li> <li>• Techniques, Issues &amp; Negotiation Strategies.</li> </ul>
5	Week 9-10: Negotiation: Resolving Disputes	<ul style="list-style-type: none"> <li>• Dispute Settlement Negotiation (DSN) and Deal Making Negotiation (DMN)</li> <li>• Importance of BATNA (Best Alternative to a Negotiated Agreement) &amp; ZOPA (Zone of Possible Agreement) in Dispute Settlement</li> <li>• Negotiation Strategy, Tactics, Power &amp; Ethics in Negotiation</li> </ul>
6	Week 11-12: Managing Impasse and Difficult Negotiations	<ul style="list-style-type: none"> <li>• Meaning &amp; Definitions, Third Party Approaches: Third Party Interventions &amp; Formal Intervention Methods</li> <li>• Arbitration, Mediation and Process Consultation, Informal Intervention Methods</li> <li>• Best Practices in Negotiation</li> </ul>

#### 5. Teaching Learning Process Strategies

S/L	TLP Strategies:	Description
1	Lecture Method	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves the traditional format of a teacher delivering information to students.</li> <li>○ The instructor explains concepts, theories, and principles related to the course.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ The lecture method is effective for presenting foundational knowledge, theoretical concepts and frameworks.</li> <li>○ It provides a structured way to convey information and ensures that all students receive the same content.</li> <li>○ Visual aids, multimedia, and interactive elements can enhance</li> </ul> </li> </ul>

		<p>engagement during lectures.</p> <ul style="list-style-type: none"> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for introducing new topics, theoretical foundations, and fundamental principles in communication.</li> </ul> </li> </ul>
2	Case Studies and Group Discussions	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves presenting real or hypothetical scenarios for analysis and discussion.</li> <li>○ Students collaboratively discuss, analyze, and propose solutions to case-based problems.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Encourages critical thinking, problem-solving, and application of theoretical knowledge to practical situations.</li> <li>○ Fosters active participation, communication skills, and the exchange of diverse perspectives among students.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing analytical skills, decision-making abilities, and understanding the practical implications of the concepts.</li> </ul> </li> </ul>
3	Role Plays and Simulations	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Students enact specific roles in simulated scenarios that mirror real-world situations.</li> <li>○ Simulations replicate aspects of the business environment to provide hands-on experience.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Enhances experiential learning by allowing students to apply theoretical concepts in simulated real-world contexts.</li> <li>○ Develops interpersonal and communication skills as students actively engage in different roles and scenarios.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing practical skills, interpersonal communication, and understanding the dynamics of business environment.</li> </ul> </li> </ul>
4	Real World Applications and Industry Guest Lectures	<ul style="list-style-type: none"> <li>• <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves integrating real-world examples, case studies and experiences into the learning process.</li> <li>○ Industry professionals or experts are invited to deliver lectures or share insights with students.</li> </ul> </li> <li>• <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing how concepts are applied in actual business settings.</li> <li>○ Provides students with valuable insights, industry perspectives, and networking opportunities.</li> </ul> </li> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Enhances students' understanding of the practical relevance of communication concepts.</li> <li>○ Fosters connections between academia and industry, exposing students to real-world challenges and solutions.</li> </ul> </li> </ul>
5	<p>Overall Integration: These teaching-learning strategies can be integrated for a well-rounded and comprehensive learning experience. For example, a case study can be followed by a group discussion to encourage collaborative problem-</p>	

	solving, and a related role-play or simulation can provide a hands-on application of the concepts learned. Guest lecturers from industry professionals can further enrich the learning experience by providing real-world insights and practical examples related to the course content.
6	Adaptability: Flexibility is key and instructors may choose to adapt and combine these strategies based on the specific objectives of each module or lesson. Regular feedback and assessment can help gauge the effectiveness of these strategies and make adjustments as needed.

## 6. Assessment Details

### Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

### Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

### CIE Marks shall be based on:

- Tests (for 25 Marks) and
- Assignments, presentations, quiz, simulation, experimentation, mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

### Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.

## 7. Learning Objectives

S/L	Learning Objectives	Description
1	Understanding Conflict & Analogy of Conflict	Students will grasp the fundamental concepts of business research, including meaning, features, types, process, methodology, techniques.
2	Conflict Management	Students will learn to distinguish between quantitative and qualitative research in terms of focus, philosophical roots, goals, and design and data collection methods.
3	Negotiation	Students will understand the steps, principles & process of probability and non-probability sampling for making statistical inferences from population.
4	Resolving Disputes	Students will identify and describe major categories of data collection techniques and analyze, interpret data using an ethically responsible approach.
5	Third Party	Students will able to use appropriate measurement & scaling techniques for data

	Interventions	gathering and analyzing towards problems solving.
6	Intellectual Property Rights	Students will understand the ethical and professional responsibilities associated with digital design, including respecting intellectual property rights, ensuring design reliability and security, and adhering to industry standards and best practices.

### 8. Course Outcomes (COs) and Mapping with POs / PSOs

#### Course Outcomes

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

COs	Description	Blooms Level
M23MBAHR406.1	Understand the concepts of conflict and negotiation roles for solving human resource issues.	L2
M23MBAHR406.2	Apply various contemporary methods of conflict and negotiation to resolve workplace conflicts.	L3
M23MBAHR406.3	Analyze the conflict and negotiation handling mechanisms for problem solving, behaviours and productivity.	L4
M23MBAHR406.4	Evaluate the cross cultural and gender dimensions of negotiation to manage conflict in the organization.	L5

#### Mapping of COs POs and PSOs

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
M23MBAHR406.1		2	2	2	2	3	2	
M23MBAHR406.2		2	2			3	2	
M23MBAHR406.3	3	2	2				2	
M23MBAHR406.4				2	2			2
M23MBAHR406	3	2	2	2	2	3	2	2

### 9. Assessment Plan

#### Continuous Internal Assessment

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
Module 1	5			2.5	7.5
Module 2	5			5	10
Module 3		5		2.5	7.5
Module 4		5		5	10
Module 5			5	2.5	7.5
Module 6			5	2.5	7.5
<b>Total</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>20</b>	<b>50</b>

#### SEE

	CO1 (L2)	CO2 (L3)	CO3 (L4)	CO4 (L5)	Total
Module 1	10			5	15
Module 2	10			10	20
Module 3		10		5	15
Module 4		10		10	20
Module 5			10	5	15
Module 6			10	5	15
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>40</b>	<b>100</b>

#### Conditions for SEE Paper Setting

### Semester End Examination

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.

### 10. Future with this Subject

The "**Research Methodology**" course in the second semester of the MBA program lays a strong foundation for corporate and career for management students. The contributions of this subject extend across various areas, enhancing the students' understanding and skills in the field of management and research in business. Here are some notable contributions:

- **Integration of Technology:** Leveraging AI to enhance research design, data collection, and analysis. Using big data to uncover patterns and insights that were previously inaccessible. Increasing use of digital tools for data collection and participant engagement.
- **Interdisciplinary Approaches:** Combining methods from different disciplines to address complex research questions. Increased collaboration between fields such as sociology, psychology, business, and technology.
- **Mixed Methods Research:** Growing popularity of combining qualitative and quantitative approaches to provide a comprehensive understanding of research problems.
- **Ethical Considerations:** Emphasis on ethical research practices, including data privacy, consent, and transparency.
- **Impact of Digitalization:** Addressing challenges related to digital content, such as copyright infringement and digital piracy. Block chain technology for securing IP transactions and rights management.
- **Globalization and IPR:** Harmonization of international IP laws and treaties. Addressing IP issues in global trade and cross-border collaborations.
- **Innovation and IPR:** Protecting IP in emerging fields like biotechnology, artificial intelligence, and renewable energy. The role of IPR in fostering innovation and economic growth.
- **IPR and Sustainable Development:** Exploring the balance between protecting IP and promoting access to knowledge and technology for sustainable development.

<b>4<sup>th</sup> Semester</b>	<b>Professional Core Course (PC) Project Work</b>	<b>M23MBAPW407</b>
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**1. Prerequisites**

S/L	Proficiency	Prerequisites
1	Basic Understanding	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> Familiarity with the theoretical concept of management, various functions of organization and working culture of the organization.</li> <li>• <b>Understanding:</b> Contemporary issues and challenges in general faced by organizations in managing day-to-day operations.</li> </ul>
2	Problem Solving Methods	<ul style="list-style-type: none"> <li>• <b>Differentiation:</b> Ability to classify and differentiate between various functions of organizations.</li> <li>• <b>Skills:</b> Capability to identify the problems by studying different aspects of the organization and to solving problems through research and analysis.</li> </ul>
3	Industry Relevant Skill Sets	<ul style="list-style-type: none"> <li>• <b>Understanding:</b> Recognition of skill sets required to identify problems and various ways to address those problems.</li> <li>• <b>Application:</b> Ability to apply various models/tools/techniques to identify problems and approaches to solve those problems.</li> </ul>

**2. Competencies**

S/L	Competency	KSA Description
1	Introduction about the Organization and Industry	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Grasping the concepts of evolution of different organization structure in the corporate world.</li> <li>○ Applying theoretical knowledge for getting insight into industry, organization, structure and functions.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Analyzing and interpreting the different aspects issues and challenges of industry and organizations.</li> <li>○ Applying various tools and techniques and framing models to address the issues and challenges faced by organizations.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Valuing the importance of various models, tools and techniques for knowing industry, organization, structure and functions.</li> <li>○ Appreciation for the application of various models, tools, and techniques to map the different components of the organization.</li> </ul> </li> </ul>
2	Conceptual background and Literature Review	<ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the basic components/elements require to build the organization Profile.</li> <li>○ Application of various methods and techniques to gather information/resources from recent and peer reviewed journals/publications.</li> </ul> </li> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Proficiency in building the deep understanding and insights of various issues and challenges and opportunities in the organizations</li> <li>○ workflow models to know how the organization functions in complex environment.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Openness to various responses opinions expressed by researchers from</li> </ul> </li> </ul>



		<p>different dimensions of issues and challenges and opportunities in the organizations.</p> <ul style="list-style-type: none"> <li>○ Appreciation for taking valuable information about future research opportunities from different views of organization.</li> </ul>
3	Research Design	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the concept of business research, research design, statistical tools to conduct the research and make suggestions to solve problems and decision making.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Proficiency in designing the research methodology that is appropriate to solve the business problems.</li> <li>○ Applying various statistical tools for data interpretation and conclusion.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Openness to various responses opinions expressed by researchers from different dimensions of issues and challenges and opportunities in the organizations.</li> <li>○ Appreciation for taking valuable information about future research opportunities from different views of organization.</li> </ul> </li> </ul>
4	Analysis and Interpretations	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the concept statistics, various statistical methods and tools, and software like SPSS to conduct research.</li> <li>○ Application of relevant statistical tools to analyze real life situation.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Proficiency in building the SWOT Analysis for organization under study.</li> <li>○ Applying SWOT Analysis to map various elements of organization under study.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Openness to various responses while building SWOT Analysis to organizations.</li> <li>○ Appreciation for the factors influencing SWOT Analysis to real life situation.</li> </ul> </li> </ul>
5	Findings, Conclusions, and Suggestions	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the findings of research to make decisions and solve problems.</li> <li>○ Application of different financial ratios to real life situation.</li> </ul> </li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Proficiency in analyzing the data and interpreting the results in resolving problems.</li> </ul> </li> <li>● <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Openness to understand and communicate various factors of analysis to real life situation.</li> </ul> </li> </ul>
6	Learning Experiences	<ul style="list-style-type: none"> <li>● <b>Knowledge:</b> <ul style="list-style-type: none"> <li>○ Understanding the current problems of organization with respect to their day-to-day operations.</li> <li>○ Application of theoretical concept in understanding the real life situation in the organization study.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>• <b>Skills:</b> <ul style="list-style-type: none"> <li>○ Proficiency in understanding complex organizational problems and various aspects to resolve issues in the global scenarios.</li> <li>○ Applying various models in understanding current functions and performance of the organization under study.</li> </ul> </li> <li>• <b>Attitudes:</b> <ul style="list-style-type: none"> <li>○ Openness to understand and communicate various components and factors influencing the performance organization under study.</li> </ul> </li> </ul>
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### 3. Syllabus Guidelines

<b>Project Work</b>			
<b>Course Code</b>	<b>M23MBAPW407</b>	<b>CIE Marks</b>	<b>50</b>
<b>Teaching Hours/Week (L:P&amp;SDA)</b>	<b>0:14:0</b>	<b>SEE Marks</b>	<b>50</b>
<b>Total Hours of Pedagogy</b>	<b>00</b>	<b>Total Marks</b>	<b>100</b>
<b>Credits</b>	<b>07</b>	<b>Exam Hours</b>	<b>00</b>
<p><b>Course Objectives: This course will enable the students</b></p> <ul style="list-style-type: none"> <li>• To expose the students to understand the working of the organization/company/industry.</li> <li>• To take up an in-depth study of an issue/ problem in the area of specialization.</li> <li>• To analyze &amp; interpret the data using statistical tools/SPSS.</li> <li>• To prepare a final project report with findings, suggestions &amp; conclusions.</li> </ul>			
<p><b>Structure</b> The Project Work shall consist of study of any organizational Problem based on specialization for 7 credits for 6 weeks.</p>			
<p><b>General Guidelines</b></p> <ul style="list-style-type: none"> <li>• The project work shall be for a period of 6 weeks immediately after the completion of 3<sup>rd</sup> SEE but before the commencement of the 4th semester classes.</li> <li>• The Course code of the project work shall be M23MBAPW407 and shall be compulsory for all the students opting for all specializations.</li> <li>• The Institution shall receive 2 copies of project reports prior to the commencement of the 4<sup>th</sup> semester examination. Copies of the project report should be sent to the concerned Department with intimation to the COE.</li> <li>• By keeping the business trend in the present scenario, university has given an option to the students to select the research problem either from business organization or they can carry out the project on freelance basis subject to the approval of department committee.</li> <li>• It is the total responsibility of the internal guide to monitor the freelance project.</li> <li>• In case, business problem selected from a Company, no two students of an institute shall work on the same problem in the same organization.</li> <li>• The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.</li> <li>• On completion of the project work, student shall prepare a report with the following format.</li> <li>• The Project report shall be prepared using word processor viz. MS Word with New Times Roman, 12 font size.</li> <li>• All the reports shall be printed in the A4 size 1” margin on all the sides.</li> <li>• The report shall be hard bound facing sheet of royal blue color indicating the title of college and month &amp; year of admission (spiral binding not permitted).</li> <li>• A certificate by the guide, HOD and Head of the institution indicating the bonafide performance of the</li> </ul>			

project by the student to be closed.

- An undertaking by the student to the effect that the work is independently carried out by him/her.
- The certificate from the organization if applicable (if its Freelance project, certificate is not required and internal guide can issue a certificate for successful completion).

### **Project work and Dissertation**

1. Each candidate shall carry out the mandatory project work independently as per the scheme of Teaching and Examinations under the guidance of one of the faculty members of the Department in the Institution of study. If the project is of interdisciplinary nature, a co-guide shall be taken from the other concerned department.

2. The Department Head shall submit the list showing the name of the students, USN, Title of the project, Name of the guide at the time of submission of the project report to COE.

3. The topic and title of the dissertation shall be chosen by the candidate in consultation with the guide and co-guide, if any, during the III semester itself. The subject and topic of the dissertation shall be from the major field of study of the candidate. Modification of only the title but not the field of work may be permitted at the time of the final submission of the dissertation report during the IV semester. If the dissertation has to be carried out in any industry / R&D labs / business organizations, outside the campus, permission shall be taken from the Principal to that effect. The candidate shall submit a soft copy (CD) of the dissertation work to the Institute. The CD shall contain the entire dissertation in monolithic form as a PDF file (not separate chapters). The guide, after checking the report for completeness shall upload the dissertation along with the name, University Seat Number, address, mobile number of the candidate, etc.

### **Plagiarism Check**

Once the guide uploads the dissertation, the same shall be linked for plagiarism check. The allowable plagiarism index is less than or equal to 10%. If the check indicates a plagiarism index greater than 10%:

- For the first time, the candidate has to resubmit the dissertation, to the Controller of Examinations, along with the penal fees of Rs. 2000/- (Rupees Two thousand only).
- For the second time, the candidate has to resubmit the dissertation along with the penal fees of Rs. 4000/- (Rupees four thousand only).
- If the dissertation is rejected again during the second resubmission with reference to the plagiarism index, the candidate shall redo the project and submit it after a semester's time subject to provisions of 23MBA1.4.

### **Evaluation**

- The dissertation shall be sent through email for evaluation to two examiners – one internal examiner (guide) and one external examiner (first) appointed by the CoE. The evaluation of the dissertation shall be made independently by each examiner.
- Examiners shall evaluate the dissertation normally within a period of not more than two weeks from the date of receipt of the dissertation through email.
- The examiners shall independently submit the marks through the specified link.
- The average of the marks awarded by the two examiners shall be the final evaluation marks for the dissertation.

### **Viva-Voce**

a) Viva-voce examination of the candidate shall be conducted as per 23MBA5.5 (h), if the dissertation work and the reports are accepted by the external examiner (first).

b) If the external examiner (first) finds that the dissertation work and the report are not up to the expected standard and the minimum passing marks cannot be awarded, the dissertation shall not be accepted for SEE.

c) The external examiner (first) can recommend modifications / suggestions of the dissertation or totally reject the dissertation. The examiner shall offer suggestions for improvement of the dissertation for resubmission or list the reasons for rejection of the dissertation.

d) The resubmitted dissertation incorporating the modifications / suggestions [as per 23MBA5.5 (b)] of the external examiner (first) and satisfying provision 23MBA5.3 shall be sent again to the external examiner (first) for evaluation. If the dissertation and the report are accepted by the external examiner (first), the viva-voce

examination of the candidate shall be conducted as per 23MBA5.5 (h).

e) In case of rejection of the dissertation by the external examiner (first), the same will be sent to a second examiner (external) approved by the CoE. The decision of the second examiner (external) is final. If the dissertation and the report are accepted by the second examiner (external), Viva-voce examination of the candidate shall be conducted as per 23MBA5.5 (h). If the second examiner (external) rejects the dissertation and the report, the candidate shall have to carry out the dissertation work once again and submit the dissertation subject to provisions of 23MBA1.4. In such cases of rejection, the candidate shall redo the entire procedure starting from the submission of dissertation in soft copy.

f) In case of rejection of dissertation, with reasons, by the external examiner (first) [as per 23MBA5.5 (b)], the same will be sent to a second examiner (external) [not necessarily the same examiner considered under [as per 23MBA5.5 (b)] approved by the CoE. The decision of the second examiner (external) is final. If the dissertation and the report are accepted by the second examiner (external), the Viva-voce examination of the candidate shall be conducted as per 23MBA5.5 (h). If the second examiner (external) rejects the dissertation and the report, the candidate shall have to carry out the dissertation work once again and submit the dissertation subject to provisions of 23MBA1.4. In such cases of rejection, the candidate shall redo the entire procedure starting from the submission of the dissertation in soft copy.

g) The candidate, whose dissertation is rejected, can rework the same topic or choose another topic of the dissertation under the same guide or a new guide if necessary. In such an event, the report shall be submitted within four years from the date of admission to the programme.

h) Viva-voce examination of the candidate shall be conducted by the external examiner and internal examiner / guide. Internal examiner as per the direction of the CoE shall arrive at a mutually convenient date for the conduct of viva-voce examination of the concerned candidate with an intimation to the CoE. In case one of the examiners expresses his / her inability to attend the viva-voce, the CoE shall appoint a substitute examiner in his / her place.

i) The relative weights for the evaluation of dissertation and the performance at the viva voce shall be as per the scheme of teaching & examination.

j) The marks awarded by both the examiners at the viva voce examination shall be sent jointly to the CoE immediately after the examination.

k) Examination fee as fixed from time to time by the Institute for evaluation of dissertation report and conduct of viva voce shall be remitted through the Head of the Institution as per the instructions of Principal from time to time.

l) The candidates who fail to submit the dissertation work within the stipulated time have to submit the same at the time of next ensuing examination.

### **Contents of the Project Report**

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

### **Chapter 1: Introduction**

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

### **Chapter 2: Conceptual background and Literature review**

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

reviews).

**Chapter 3: Research Design**

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

**Chapter 4: Analysis and Interpretation**

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

**Chapter 5: Findings, Conclusion and Suggestions**

Summary of findings, Conclusion and Suggestions / Recommendations

**Chapter 6: Plagiarism**

**Bibliography:** Books, Articles names, etc. to be mentioned as per APA style.

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

**4. Syllabus Timeline**

S/L	Timeline	Description
1	Week 1: Synopsis	<ul style="list-style-type: none"> <li>Understanding Structure, Culture and functions of the organization /Identifying of business problem from the Industry and from the literature study</li> <li>Student should understand products/services and the problems of the organization</li> </ul>
2	Week 2: Synopsis	<ul style="list-style-type: none"> <li>Preparation of Research design and Research instrument for data collection</li> <li>Discussion with the guide for finalization of research design and instrument in his/her domain and present the same to the guide. (First Presentation)</li> </ul>
3	Week 3: Data Collection	<ul style="list-style-type: none"> <li>Data collection</li> <li>Data collected to be edited, coded, tabulated and presented to the guide for suggestions for analysis. (Second Presentation)</li> </ul>
4	Week 4 and 5: Data Analysis and Interpretation	<ul style="list-style-type: none"> <li>Analysis and finalization of report</li> <li>Students must use appropriate and latest statistical tools and techniques for analyzing the data. (It is must to use of Statistical Package whose result should be shown in the report) (Third Presentation)</li> </ul>
5	Week 6: Plagiarism and Report Making	<ul style="list-style-type: none"> <li>Plagiarism</li> <li>Submission of Report</li> <li>Final Report should be submitted to the University before one week of the commencement of theory examination</li> </ul>

**5. Teaching Learning Process Strategies**

S/L	TLP Strategies:	Description
1	Lecturing Method	<ul style="list-style-type: none"> <li><b>Description:</b> <ul style="list-style-type: none"> <li>Involves the traditional format of a teacher delivering information to students.</li> <li>The instructor explains concepts, theories, and principles related to the organization problem.</li> </ul> </li> <li><b>Elaboration:</b> <ul style="list-style-type: none"> <li>The lecture method is effective for presenting foundational knowledge, theoretical concepts, and frameworks.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>○ It provides a structured way to convey information and ensures that all students receive the same content.</li> <li>○ Visual aids, multimedia, and interactive elements can enhance engagement during Project Work guidelines.</li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for introducing new topics, theoretical foundations, and fundamental principles in understanding the organization, its structure and problem.</li> </ul> </li> </ul>
2	Case Studies and Discussions with leadership team	<ul style="list-style-type: none"> <li>● <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves presenting real or hypothetical scenarios for analysis and discussion.</li> <li>○ Students collaboratively discuss with leadership team, analyze, and propose solutions to case-based problems.</li> </ul> </li> <li>● <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Encourages critical thinking, problem-solving, and application of theoretical knowledge to practical situations.</li> <li>○ Fosters active participation, communication skills, and the exchange of diverse perspectives among students.</li> </ul> </li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing analytical skills, decision-making abilities, and understanding the practical implications of problem solving and decision making in his/her project work.</li> </ul> </li> </ul>
3	Workshops and Seminars	<ul style="list-style-type: none"> <li>● <b>Description:</b> <ul style="list-style-type: none"> <li>○ Students are encouraged to attend the workshops related to their project work and organizational context.</li> <li>○ Workshops replicate aspects of the business environment to provide hands-on experience.</li> </ul> </li> <li>● <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Enhances experiential learning by allowing students to apply theoretical concepts in simulated real-world contexts in the project work.</li> <li>○ Develops interpersonal and communication skills as students actively engage in working with the organization and discussing about the critical incidence at the workplace for the project work.</li> </ul> </li> <li>● <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Suitable for developing practical skills, interpersonal communication, and understanding the dynamics of problem-solving and decision-making during project work.</li> </ul> </li> </ul>
4	Problem-Solving and Decision Making	<ul style="list-style-type: none"> <li>● <b>Description:</b> <ul style="list-style-type: none"> <li>○ Involves integrating real-world examples, case studies, and experiences into the learning process.</li> <li>○ Industry professionals or experts are invited to deliver lectures or share insights with students.</li> </ul> </li> <li>● <b>Elaboration:</b> <ul style="list-style-type: none"> <li>○ Bridges the gap between theory and practice by showcasing how concepts are applied in actual business settings.</li> <li>○ Provides students with valuable insights, industry perspectives, and networking opportunities.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>• <b>Applicability:</b> <ul style="list-style-type: none"> <li>○ Enhances students' understanding of the practical relevance of project work on solving organizational study.</li> <li>○ Fosters connections between academia and industry, exposing students to real-world challenges and solutions.</li> </ul> </li> </ul>
5	Overall Integration: Project work can be integrated for a well-rounded and comprehensive learning experience. For example, Organization study can be followed by discussions to encourage collaborative problem-solving, and provide a hands-on application of the concepts learned. Workshops from industry professionals/subject experts can further enrich the learning experience by providing real-world insights and practical examples related to the course content.	
6	Adaptability: Flexibility is key, and instructors may choose to adapt and combine these strategies based on the specific context of the organization. Regular feedback and assessment can help gauge the effectiveness of solving the problem and make adjustments as needed.	

## 6. Assessment Details

### Project Work:

The CIE marks awarded for project work shall be based on the evaluation of project work by the guide, project presentation skill and viva - voce in the ratio 50:25:25.

Marks awarded for the project report shall be the same for all the students of the batch. The faculty guide / mentor guiding the project phases shall evaluate the performance for 50% of the maximum marks of CIE for the report.

Project Report Evaluation for CIE			
S/L	Description	% of Marks	In Marks
1	Assessment by Guide: Interactions & Presentations	50%	25
2	Report Analysis	50%	25
<b>Total</b>		<b>100%</b>	<b>50</b>

Project Report Evaluation for SEE			
S/L	Description	% of Marks	In Marks
1	Report Evaluation by Guide and External Examiner	50%	25
2	Viva - Voce Examination to be conducted by the Guide and External Examiner	50%	25
<b>Total</b>		<b>100%</b>	<b>50</b>

## 7. Learning Objectives

S/L	Learning Objectives	Description
1	Knowledge and Understanding	<p><b>Understanding Organization and its components:</b></p> <ul style="list-style-type: none"> <li>• Identify organizational problems and collect relevant information to find the solutions for your project work</li> <li>• Explore the role of consultant in solving organizational problems and making decisions</li> </ul> <p><b>Strategic Management plan:</b></p> <ul style="list-style-type: none"> <li>• Learn the components of a comprehensive organization structure, project management, problem solving and decision making.</li> <li>• Understand the importance of corporate strategy and policy.</li> </ul>

2	Skills Development	<p><b>Idea Generation and Opportunity Recognition:</b></p> <ul style="list-style-type: none"> <li>• Develop techniques for creative thinking and innovation in problem-solving and decision making.</li> <li>• Learn methods to identify and evaluate the organization, operations and its performance.</li> </ul> <p><b>Problem solving and decision making:</b></p> <ul style="list-style-type: none"> <li>• Understand various methods, tools and techniques of problem-solving and decision making.</li> <li>• Learn to create and interpret financial statements, resource required and projections of organization performance.</li> </ul> <p><b>Resource Management:</b></p> <ul style="list-style-type: none"> <li>• Develop skills in acquiring and managing human, financial, and physical resources.</li> <li>• Learn techniques of identifying problems and finding solutions for efficient operations of an organization.</li> </ul>
3	Leadership Development	<p><b>Risk Management:</b></p> <ul style="list-style-type: none"> <li>• Understand the nature of risks in business and strategies with respect to SOWT components for problem solving.</li> <li>• Develop a risk-taking and resilient attitude in identifying problems and finding solutions in establishing and managing organizations.</li> </ul> <p><b>Leadership and Team Building:</b></p> <ul style="list-style-type: none"> <li>• Cultivate leadership qualities and effective team-building skills.</li> <li>• Learn about current trends various technological advancements and digital transformation and their impact on business success.</li> </ul> <p><b>Ethics and Social Responsibility:</b></p> <ul style="list-style-type: none"> <li>• Understand the ethical implications of running a business and organization.</li> <li>• Learn about corporate social responsibility and sustainable development practices.</li> </ul>

### 8. Course Outcomes and Mapping with POs / PSOs

#### Course Outcomes

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

COs	Description	Blooms Level
M23MBAPW407.1	Apply the management knowledge to take up in-depth study of the business problem in the areas of specialization	L3
M23MBAPW407.2	Analyze the data collected using appropriate statistical tools and techniques to interpret the results	L4
M23MBAPW407.3	Recommend the suitable solution to address the business problem	L5
M23MBAPW407.4	Develop skills to prepare and present a professional project report	L6

#### Mapping of COs POs and PSOs

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
M23MBAPW407.1	3					2		
M23MBAPW407.2		3			2	2	3	
M23MBAPW407.3			2	3	2		2	2
M23MBAPW407.4				2	2			2
M23MBAPW407	3	3	2	2.5	2	2	2.5	2



**9. Assessment Plan****Continuous Internal Assessment**

	CO1 (L3)	CO2 (L4)	CO3 (L5)	CO4 (L6)	Total
<b>Module 1</b>	5				5
<b>Module 2</b>	5				5
<b>Module 3</b>	5	5			10
<b>Module 4</b>		10			10
<b>Module 5</b>			10		10
<b>Module 6</b>				10	10
<b>Total</b>	<b>15</b>	<b>15</b>	<b>10</b>	<b>10</b>	<b>50</b>

**SEE**

	CO1 (L3)	CO2 (L4)	CO3 (L5)	CO4 (L6)	Total
<b>Module 1</b>	10				10
<b>Module 2</b>	10				10
<b>Module 3</b>	10	10			20
<b>Module 4</b>		20			20
<b>Module 5</b>			20		20
<b>Module 6</b>				20	20
<b>Total</b>	<b>30</b>	<b>30</b>	<b>20</b>	<b>20</b>	<b>100</b>

**10. Future with this Subject**

The "Project Work" in between the end of third semester and before the beginning of the fourth semester of the MBA program lays a strong foundation to get practical exposure in real life situation. Just having a good degree is no longer enough to secure that all-important graduate job offer in today's world. Pertinent work experience is now just as valuable as your degree and exam results when it comes to building a successful career. As a result, Project Works have become an essential way to help candidates make them stand out. An Project Work is an official program offered by organizations to help train and provide work experience to students and recent graduates. The concept of working as an intern began a long time ago but has drastically evolved over the years. Project Works first started as a labourer who would take on young individuals and teach them their art or trade. In exchange for being taught a skill, the trainee would agree to work for the labourer for a specific time. Even then, the purpose of an Project Work or rather an apprenticeship was to gain new skills to be able to obtain future work. Getting work experience is an essential aspect of starting your career as a young graduate. The earlier you start gaining experience for your CV, the better. Job experience is not just restricted to an office job with a large organization. You can get a Project Work at a small company or get experience by freelancing. Any experience where you use skills that you can transfer to your future career is an excellent addition to your CV. It can help you demonstrate your commitment and capabilities to an employer while highlighting the skills that are both appropriate and transferable to the post you are applying for. A Project Work is one of the best ways to gain that all-important job experience.

Here are some of the top reasons from the MITM to show the importance of a Project Work to MBA students.

- Project Work provide exposure to the real world
- Project Work give you a platform to establish critical networking connections
- Project Work allow you to learn more about yourself
- Project Work equip you with more than just technical skills
- Project Work allow you to gain a competitive edge