

**AUTONOMOUS**

# **SYLLABUS**

**DEPARTMENT  
OF  
MANAGEMENT STUDIES**

**2023**

**MITE**



*Invent Solutions*

**MANGALORE INSTITUTE OF  
TECHNOLOGY & ENGINEERING**



# MANGALORE INSTITUTE OF TECHNOLOGY & ENGINEERING

(A unit of Rajalaxmi Education Trust ®, Mangalore)

Autonomous Institute affiliated to V.T.U., Belagavi, Approved by AICTE, New Delhi

Accredited by NAAC with A+ Grade & ISO 9001:2015 Certified Institution

## Institute Vision

*“To attain perfection in providing **Globally Competitive Quality Education** to all our Students and also benefit the global community by using our strength in **Research and Development**”*

## Institute Mission

*“To establish world class educational institutions in their respective domains, which shall be **Centers of Excellence** in their stated and implied sense. To achieve this objective we dedicate ourselves to meet the challenges of becoming **Visionary and Realistic, Sensitive and Demanding, Innovative and Practical, Theoretical and Pragmatic; ALL at the same time**”*

## Department Vision

*To develop transformational global leaders through perfection and innovative learning.*

## Department Mission

- *Develop a set of highly qualified goal oriented human resource.*
- *Follow highest standard of excellence in imparting management education*
- *To contribute positively to the society by creating efficient and globally responsible citizens*
- *To provide conducive environment for research.*

## Program Educational Objectives (PEOs)

- *To provide conceptual basis of various functional level of organization*
- *To understand fundamental premises underlying business driven strategies.*
- *To equip students with necessary knowledge and managerial skills to occupy positions of management and administration in business, industry and government.*
- *To equip the future managers with decision making skills in order to enable them to address multifarious problems of dynamic global environment.*



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## List of Courses

<b>I/II Semester Courses</b>			
<b>Sl. No.</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Semester</b>
<b>PROFESSIONAL CORE COURSES (PCC)</b>			
1	23MBPC511	Principles of Management and Organisational Behaviour	I
2	23MBPC512	Managerial Economics	I
3	23MBPC513	Accounting for Managers	I
4	23MBPC514	Business Statistics and Analytics	I
5	23MBPC515	Entrepreneurial Development and Start-up eco system	I
6	23MBPC516	Managerial Communication	I
7	23MBPC521	Human Resource Management	II
8	23MBPC522	Financial Management	II
9	23MBPC523	Research methodology	II
10	23MBPC524	Marketing Management	II
11	23MBPC525	Strategic Management	II
12	23MBPC526	Quantitative methods and Analytics	II
<b>SKILL ENHANCEMENT COURSES (SEC)</b>			
13	23MBSE517	Advanced Excel and Basics of Python	I
14	23MBSE527	Societal Research	II

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## I Semester (2023 Scheme): Management Studies

Sl No	Course Code	Course Title	Category	Teaching Dept	Teaching Hrs/Week			Exam Marks			Duration of Exam in Hrs (SEE)	Credits
					L	T	P	CIE	SEE	Total		
1	23MBPC511	Principles of Management and Organisational Behaviour	Professional Core Course	MBA	4	0	0	50	50	100	3	4
2	23MBPC512	Managerial Economics	Professional Core Course		4	0	0	50	50	100	3	4
3	23MBPC513	Accounting for Managers	Professional Core Course		4	0	0	50	50	100	3	4
4	23MBPC514	Business Statistics and Analytics	Professional Core Course		4	0	0	50	50	100	3	4
5	23MBPC515	Entrepreneurial Development and Start-up eco System	Professional Core Course		4	0	0	50	50	100	3	4
6	23MBPC516	Managerial Communication	Professional Core Course		4	0	0	50	50	100	3	4
7	23MBSE517	Advanced Excel and Basics of Python	Skill Enhancement Course		1	0	2	50	50	100	3	2
<b>Total</b>											<b>26</b>	

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## II Semester (2023 Scheme): Management Studies

SI No	Course Code	Course Title	Category	Teaching Dept	Teaching Hrs/Week			Exam Marks			Duration of Exam in Hrs (SEE)	Credits
					L	T	P	CIE	SE E	Total		
1	23MBPC521	Human Resource Management	Professional Core Course	MBA	4	0	0	50	50	100	3	4
2	23MBPC522	Financial Management	Professional Core Course		4	0	0	50	50	100	3	4
3	23MBPC523	Research methodology	Professional Core Course		4	0	0	50	50	100	3	4
4	23MBPC524	Marketing Management	Professional Core Course		4	0	0	50	50	100	3	4
5	23MBPC525	Strategic Management	Professional Core Course		4	0	0	50	50	100	3	4
6	23MBPC526	Quantitative methods and Analytics	Professional Core Course		4	0	0	50	50	100	3	4
7	23MBSE527	Societal Research	Skill Enhancement Course		0	0	4	50	50	100	3	2
<b>Total</b>											<b>26</b>	



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## List of Courses

III/IV Semester			
Sl. No.	Course Code	Course Title	Sem
<b>PROFESSIONAL CORE COURSES</b>			
1	23MBPC601	Emerging Technologies and Application in Business	III
2	23MBPC602	Digital Marketing	III
3	23MBPC603	Sales and Services Marketing	III
4	23MBPC606	Logistics and Supply Chain Management	IV
5	23MBPC607	Product Management	IV
6	23MBPC608	Consumer Behaviour	IV
<b>PROFESSIONAL ELECTIVE COURSES</b>			
7	23MBPE611	Security Analysis and Portfolio Management	III
8	23MBPE612	Behavioural Finance	III
9	23MBPE613	Risk Management and Insurance	III
10	23MBPE614	Recruitment and Selection	III
11	23MBPE615	Organizational Change and Development	III
12	23MBPE616	Human Resource Audit	III
13	23MBPE617	Foundations of Business Analytics	III
14	23MBPE618	Business Intelligence and Big Data Analytics	III
15	23MBPE621	Banking and Financial Services	III
16	23MBPE622	Strategic Cost Management	III
17	23MBPE623	Advanced Financial Management	III
18	23MBPE624	Industrial Relations	III
19	23MBPE625	Compensation and Benefits Management	III
20	23MBPE626	Organizational Leadership	III
21	23MBPE627	Managing E-Business	III
22	23MBPE628	Data Visualization	III
23	23MBPE631	Mergers Acquisition and Corporate Restructuring	IV
24	23MBPE632	Tax Management	IV
25	23MBPE633	Management Accounting and Control System	IV
26	23MBPE634	Conflict and Negotiation Management	IV



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27	23MBPE635	Learning, Training and Development	IV
28	23MBPE636	Strategic Talent Management	IV
29	23MBPE637	Marketing Analytics	IV
30	23MBPE638	HR Analytics	IV
31	23MBPE641	Financial Derivatives	IV
32	23MBPE642	Corporate Valuation	IV
33	23MBPE643	Global Financial Management	IV
34	23MBPE644	Global HRM	IV
35	23MBPE645	Knowledge Management	IV
36	23MBPE646	Public Relations	IV
37	23MBPE647	Machine Learning with Business Applications	IV
38	23MBPE648	Financial Analytics	IV
<b>SKILL ENHANCEMENT COURSES</b>			
	23MBSE604	Internship	III
39	23MBSE605	Project Work Phase I	III
40	23MBSE609	Project Work Phase II	IV
<b>AUDIT COURSE</b>			
41	22MBAU610	Mini Project Work	IV

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### III Semester (2023 Scheme): Management Studies

Sl No	Course Code	Course Title	Category	Teaching Dept	Teaching Hrs/Week			Exam Marks			Duration of Exam in Hrs (SEE)	Credits
					L	T	P	CIE	SE E	Total		
1	23MBPC601	Emerging Technologies and Application in Business	Professional Core Course		4	0	0	50	50	100	3	4
2	23MBPC602	Digital Marketing	Professional Core Course		2	0	2	50	50	100	3	3
3	23MBPC603	Sales and Services Marketing	Professional Core Course		4	0	0	50	50	100	3	4
4	23MBPE61X	Professional Elective 1*	Professional Elective Course		-	-	-	50	50	100	3	3
5	23MBPE62X	Professional Elective 2*	Professional Elective Course		-	-	-	50	50	100	3	4
6	23MBSE604	Internship**	Skill Enhancement Course					50	50	100	3	5
7	23MBSE605	Project Work Phase I **	Skill Enhancement Course		0	0	4	50	-	50	-	2
<b>Total</b>											<b>25</b>	

\* Refer to table given below for L:T:P details; \*\* L:T:P is not applicable to Internship; Internship will be for a period of 10 weeks and offered between second and third semester. Evaluation will be carried out during third semester.



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### Professional Electives 1 – (Finance Stream)

Sl No	Course Code	Course Title	Category	Teaching Dept	Teaching Hrs/Week			Exam Marks			Duration of Exam in Hrs (SEE)	Credits
					L	T	P	CIE	SEE	Total		
1	23MBPE611	Security Analysis and Portfolio Management	Professional Elective Course	MBA	3	0	0	50	50	100	3	3
2	23MBPE612	Behavioural Finance	Professional Elective Course	MBA	3	0	0	50	50	100	3	3
3	23MBPE613	Risk Management And Insurance	Professional Elective Course	MBA	3	0	0	50	50	100	3	3

### Professional Electives 2 – (Finance Stream)

1	23MBPE621	Banking and Financial Services	Professional Elective Course	MBA	4	0	0	50	50	100	3	4
2	23MBPE622	Strategic Cost Management	Professional Elective Course	MBA	4	0	0	50	50	100	3	4
3	23MBPE623	Advanced Financial Management	Professional Elective Course	MBA	4	0	0	50	50	100	3	4

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### Professional Electives 1 – (Human Resources Stream)

Sl No	Course Code	Course Title	Category	Teaching Dept	Teaching Hrs/Week			Exam Marks			Duration of Exam in Hrs (SEE)	Credits
					L	T	P	CIE	SEE	Total		
1	23MBPE614	Recruitment and Selection	Professional Elective Course	MBA	3	0	0	50	50	100	3	3
2	23MBPE615	Organizational Change and Development	Professional Elective Course	MBA	3	0	0	50	50	100	3	3
3	23MBPE616	Human Resource Audit	Professional Elective Course	MBA	3	0	0	50	50	100	3	3
<b>Professional Electives 2 – (Human Resources Stream)</b>												
1	23MBPE624	Industrial Relations	Professional Elective Course	MBA	4	0	0	50	50	100	3	4
2	23MBPE625	Compensation and Benefits Management	Professional Elective Course	MBA	4	0	0	50	50	100	3	4
3	23MBPE626	Organizational Leadership	Professional Elective Course	MBA	4	0	0	50	50	100	3	4

### Professional Electives 1 – (Business Analytics Stream)

Sl No	Course Code	Course Title	Category	Teaching Dept	Teaching Hrs/Week			Exam Marks			Duration of Exam (SEE)	Credits
					L	T	P	CIE	SEE	Total		
1	23MBPE617	Foundations of Business Analytics	Professional Elective Course	MBA	2	0	2	50	50	100	3	3
2	23MBPE618	Business intelligence and Big Data Analytics	Professional Elective Course	MBA	3	0	0	50	50	100	3	3
<b>Professional Electives 2 – (Business Analytics Stream)</b>												
1	23MBPE627	Managing E-Business	Professional Elective Course	MBA	4	0	0	50	50	100	3	4
2	23MBPE628	Data Visualization	Professional Elective Course	MBA	2	0	2	50	50	100	3	4

### IV Semester (2023 Scheme): Management Studies

SI No	Course Code	Course Title	Category	Teaching Dept	Teaching Hrs/Week			Exam Marks			Duration of Exam in Hrs (SEE)	Credits
					L	T	P	CIE	SEE	Total		
1	23MBPC606	Logistics and Supply chain Management	Professional Core Course	MBA	4	0	0	50	50	100	3	4
2	23MBPC607	Product Management	Professional Core Course		4	0	0	50	50	100	3	4
3	23MBPC608	Consumer Behaviour	Professional Core Course		4	0	0	50	50	100	3	4
4	23MBPE63X	Professional Elective 3*	Professional Elective Course		-	-	-	50	50	100	3	3
5	23MBPE64X	Professional Elective 4*	Professional Elective Course		-	-	-	50	50	100	3	4
6	23MBSE609	Project Work Phase – II **	Skill Enhancement Course		0	0	8	50	50	100	3	4
7	23MBAU610	Mini Project work	Audit Course		-	-	-	-	-	-	-	-
<b>Total</b>											<b>23</b>	

\* Refer to table given below for L: T: P details for electives; \*\* Evaluation of project work will be done at the end of 4th semester.

**Professional Electives 3 – (Finance Stream)**

Sl No	Course Code	Course Title	Category	Teaching Dept	Teaching Hrs/Week			Exam Marks			Duration of Exam (SEE)	Credits
					L	T	P	CIE	SEE	Total		
1	23MBPE631	Mergers Acquisition and Corporate Restructuring	Professional Elective Course	MBA	3	0	0	50	50	100	3	3
2	23MBPE632	Tax Management	Professional Elective Course	MBA	3	0	0	50	50	100	3	3
3	23MBPE633	Management Accounting and Control System	Professional Elective Course	MBA	3	0	0	50	50	100	3	3

**Professional Electives 4 – (Finance Stream)**

1	23MBPE641	Financial Derivatives	Professional Elective Course	MBA	4	0	0	50	50	100	3	4
2	23MBPE642	Corporate Valuation	Professional Elective Course	MBA	4	0	0	50	50	100	3	4
3	23MBPE643	Global Financial Management	Professional Elective Course	MBA	4	0	0	50	50	100	3	4

**Professional Electives 3 – (Human Resources Stream)**

SI No	Course Code	Course Title	Category	Teaching Dept	Teaching Hrs/Week			Exam Marks			Duration of Exam (SEE)	Credits
					L	T	P	CIE	SEE	Total		
1	23MBPE634	Conflict and Negotiation Management	Professional Elective Course	MBA	3	0	0	50	50	100	3	3
2	23MBPE635	Learning Training and Development	Professional Elective Course	MBA	3	0	0	50	50	100	3	3
3	23MBPE636	Strategic Talent Management	Professional Elective Course	MBA	3	0	0	50	50	10	3	3
<b>Professional Electives 4 – (Human Resources Stream)</b>												
1	23MBPE644	Global HRM	Professional Elective Course	MBA	4	0	0	50	50	100	3	4
2	23MBPE645	Knowledge Management	Professional Elective Course	MBA	4	0	0	50	50	100	3	4
3	23MBPE646	Public Relations	Professional Elective Course	MBA	4	0	0	50	50	100	3	4

**Professional Electives 3 – (Business Analytics Stream)**

SI No	Course Code	Course Title	Category	Teaching Dept	Teaching Hrs/Week			Exam Marks			Duration of Exam (SEE)	Credits
					L	T	P	CIE	SEE	Total		
1	23MBPE637	Marketing Analytics	Professional Elective Course	MBA	3	0	3	50	50	100	3	3
2	23MBPE638	HR Analytics	Professional Elective Course	MBA	3	0	0	50	50	100	3	3
<b>Professional Electives 4 – (Business Analytics Stream)</b>												
1	23MBPE647	Machine Learning with Business Applications	Professional Elective Course	MBA	4	0	0	50	50	100	3	4
2	23MBPE648	Financial Analytics	Professional Elective Course	MBA	3	0	2	50	50	100	3	4

## INDEX

Sl No	Course Code	Course Name	Semester	Page No
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2	23MBPC512	Managerial Economics	I	5
3	23MBPC513	Accounting for Managers	I	7
4	23MBPC514	Business Statistics and Analytics	I	9
5	23MBPC515	Entrepreneurial Development and Start-up eco system	I	11
6	23MBPC516	Managerial Communication	I	13
7	23MBSE517	Advanced Excel and Basics of Python	I	15
8	23MBPC521	Human Resource Management	II	17
9	23MBPC522	Financial Management	II	19
10	23MBPC523	Research methodology	II	21
11	23MBPC524	Marketing Management	II	23
12	23MBPC525	Strategic Management	II	25
13	23MBPC526	Quantitative methods and Analytics	II	27
14	23MBSE527	Societal Research	II	29
15	23MBPC601	Emerging Technologies and Application in Business	III	30
16	23MBPC602	Digital Marketing	III	32
17	23MBPC603	Sales and Services Marketing	III	34
18	23MBPE611	Security Analysis and Portfolio Management	III	36
19	23MBPE612	Behavioural Finance	III	38
20	23MBPE613	Risk Management and Insurance	III	40
21	23MBPE614	Recruitment and Selection	III	42
22	23MBPE615	Organizational Change and Development	III	44
23	23MBPE616	Human Resource Audit	III	46
24	23MBPE617	Foundations of Business Analytics	III	48
25	23MBPE618	Business Intelligence and Big Data Analytics	III	50
26	23MBPE621	Banking and Financial Services	III	52
27	23MBPE622	Strategic Cost Management	III	54
28	23MBPE623	Advanced Financial Management	III	56
29	23MBPE624	Industrial Relations	III	58
30	23MBPE625	Compensation and Benefits Management	III	60
31	23MBPE626	Organizational Leadership	III	62
32	23MBPE627	Managing E-Business	III	64
33	23MBPE628	Data Visualization	III	66
34	23MBSE604	Internship	III	68
35	23MBSE605	Project Work Phase I	III	69
36	23MBPC606	Logistics and Supply Chain Management	IV	70





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37	23MBPC607	Product Management	IV	75
38	23MBPC608	Consumer Behaviour	IV	74
39	23MBPE631	Mergers Acquisition and Corporate Restructuring	IV	76
40	23MBPE632	Tax Management	IV	78
41	23MBPE633	Management Accounting and Control System	IV	80
42	23MBPE634	Conflict and Negotiation Management	IV	82
43	23MBPE635	Learning, Training and Development	IV	84
44	23MBPE636	Strategic Talent Management	IV	86
45	23MBPE637	Marketing Analytics	IV	88
46	23MBPE638	HR Analytics	IV	90
47	23MBPE641	Financial Derivatives	IV	92
48	23MBPE642	Corporate Valuation	IV	94
49	23MBPE643	Global Financial Management	IV	96
50	23MBPE644	Global HRM	IV	98
51	23MBPE645	Knowledge Management	IV	100
52	23MBPE646	Public Relations	IV	102
53	23MBPE647	Machine Learning with Business Applications	IV	104
54	23MBPE648	Financial Analytics	IV	106
55	23MBSE609	Project Work Phase II	IV	108
56	22MBAU610	Mini Project Work	IV	109



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<b>PRINCIPLES OF MANAGEMENT AND ORGANISATIONAL BEHAVIOUR</b>			
Semester	<b>I</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPC511</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L: T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>52</b>	Credits	<b>04</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Impart theories of management and organizational behaviour.</li> <li>2. Familiarize the different functions of management.</li> <li>3. Enhance the knowledge about personality assessment tools and motivation models.</li> <li>4. Provide knowledge about group dynamics and team development to build effective teams.</li> </ol>			
<b>Module 1: Introduction</b>			No. of Hrs: 09
Meaning, Importance, Differences between Administration and Management, Levels of Management, Types of Managers, Managerial roles skills and competencies, Fayol's 14 principles of management, and Recent trends in management.			
<b>Module 2: Functions of Management</b>			No. of Hrs: 11
Planning: Process, Types of Plans, Steps in Planning, Planning tools and techniques, and the essentials of a good plan. Organising: Meaning, Types of Organisation structures, Span of control, Directions in organization structures, and centralization and decentralization of authority. Leading: Meaning, Traits and Behaviour, Contingency approaches to Leadership, Transformational leadership. Controlling: Meaning, Importance, Steps in the control process, Resistance to control, Types of Control, Control techniques.			
<b>Module 3: Organizational Behaviour</b>			No. of Hrs: 12
Meaning, Approaches to organisational behaviour, models of Organisational behaviour. Behavioural Dynamics: MARS Model of individual behaviour and performance, Types of Individual behaviour, Personality in Organisation, Values: Values at the workplace, Types of values, Perception: Meaning, Model of Perceptual process. Factors influencing perception, Perception and decision making. Emotions: Types of emotions, Circumflex Model of Emotion, Mental health, Stress and its management Attitudes: Meaning, Types. Attitudes and behaviour, changing attitudes.			
<b>Module 4: Personality and Motivation</b>			No. of Hrs: 11
Factors influencing personality, Big Five personality traits, Myers-Briggs personality Indicator (MBTI), Personality tools and tests, Motivation: Process of motivation, Cycle of motivation, Types, Theories—Maslow's Hierarchy of Needs, Four Drive Theory of Motivation.			
<b>Module 5: Group and Team Dynamics</b>			No. of Hrs: 09
Meaning, Group characteristics, Classification of groups, Models of group development, meaning of group dynamics Teams: Meaning, Team characteristics, Teams v/s groups, Model of Team Effectiveness, Stages of Team Development. Creating effective teams.			



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## Course Outcomes:

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

1. Relate the concepts of management and organizational behaviour to solve business problems.
2. Apply knowledge of management theories in the field of management.
3. Apply management and behavioural models to solve business problems.
4. Apply the recent concepts in personality and motivation towards effective team building.
5. Apply the concepts of group dynamics and team development to enhance team effectiveness.

## TEXTBOOKS

1. Chandrani Singh and Aditi Khatri, “Principles and Practices of Management and Organisational Behaviour”, 1<sup>st</sup> Edition, SAGE Publication, 2016.
2. Harold Koontz, Heinz Weihrich, and Mark V. Cannice, Essentials of Management: An International, Innovation and Leadership Perspective, 11<sup>th</sup> Edition, McGraw Hill Education, 2020.

## REFERENCE BOOKS

1. Stephen P. Robbins & Timothy Judge, “Organizational Behaviour”, 15<sup>th</sup> Edition, Pearson, 2019.
2. Chuck Williams & Manas Ranjan Tripathy, “MGMT”, 7<sup>th</sup> Edition, Cengage Learning, , 2023.
3. Fred Luthans, “Organizational Behaviour”, 14<sup>th</sup> Edition, McGraw-Hill Education, 2022.
4. John R. Schermerhorn, “Management”, 12<sup>th</sup> Edition, Wiley India, 2020.
5. Ramesh B. Rudani, “Principles of Management”, 3<sup>rd</sup> Edition, Tata McGraw-Hill, 2019.

## Weblinks:

1. Introduction to Principles of Management by IIT Kharagpur  
[https://onlinecourses.nptel.ac.in/noc22\\_mg104/preview](https://onlinecourses.nptel.ac.in/noc22_mg104/preview)
2. Introduction to Organisation Behaviour by IIT Hyderabad  
[https://onlinecourses.nptel.ac.in/noc22\\_mg78/preview](https://onlinecourses.nptel.ac.in/noc22_mg78/preview)
3. Organisational Behavior – Learning e-sources  
[Organizational Behaviour 4e - Learning Link \(oup.com\)](https://www.oup.com/9780190000000/)
4. Openstax Book on Organisational Behaviour  
<https://openstax.org/details/books/organizational-behavior>

<b>MANAGERIAL ECONOMICS</b>			
Semester	<b>I</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPC512</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>52</b>	Credits	<b>04</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Provide the fundamentals, tools and theories of Managerial Economics.</li> <li>2. Familiarize the application of Economics in Business.</li> <li>3. Impart the knowledge of the basic Micro and Macro-economic concepts.</li> <li>4. Familiarize the concepts of Demand, Supply and Market competition in firm and industry</li> </ol>			
<b>Module 1: Introduction</b>			No. of Hrs: 11
Meaning, nature, scope and significance, use of Managerial Economics, role and responsibilities of managerial economist. Theory of the firm: Firm and industry, objectives of the firm, alternate objectives of the firm. Managerial theories: Baumol's model, Marris's growth maximization model, and Williamson's model of managerial discretion. Case studies.			
<b>Module 2: Demand Analysis</b>			No. of Hrs: 11
Law of demand, exceptions to the law of demand, the elasticity of demand, price classification, income, cross elasticity, and promotional elasticity of demand. Uses of elasticity of demand for managerial decision making, measurement of elasticity of demand. Law of supply, elasticity of supply. Demand forecasting: Meaning & significance, methods of demand forecasting. (Problems on the Price elasticity of demand, and demand forecasting using the Time-series method). Case studies.			
<b>Module 3: Cost Analysis &amp; Production Analysis</b>			No. of Hrs: 10
Concepts of production, production function with one variable input - law of variable proportion, laws of returns to scale, indifference curves, ISO-Quants & ISO- Cost line, economies of scale, diseconomies of scale. Types of cost, cost curves, cost output relationship in the short run and the long run, long-run average cost curve. Break Even Analysis: Meaning, assumptions, determination of BEA, limitations, margin of safety, uses of BEA in managerial decisions (Theory and simple Problems). Case studies.			
<b>Module 4: Market Structure and Pricing Practices</b>			No. of Hrs: 09
Perfect competition: Features, Determination of price under perfect competition. Monopolistic competition: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand curve, Cartels, price leadership. Monopoly: Features, pricing under monopoly, price discrimination. Descriptive pricing approaches: Loss leader pricing, peak load pricing, transfer pricing. Case studies.			
<b>Module 5: Macroeconomic measures</b>			No. of Hrs: 11
National Income (GDP, GNP, NDP, NNP) components of GDP (C, I, G, NX), per capita income, real v/s nominal GDP, GDP growth rate. Exchange rate: Meaning, appreciation and depreciation, factors affecting exchange rate, Fixed v/s Floating rate, Impact on trade and competitiveness, Inflation: Meaning, types of inflation, categories of inflation, measuring, controlling, Philips curve deflation, slow down, recession, global recession, world as one market, sub-prime crisis, default risk, Flight of capital, Contagion risk. Case studies.			

**Course Outcomes:**

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

1. Summarize the concepts of economic principles in Management decision-making.
2. Apply the concept of demand analysis to decision-making.
3. Apply the concept of breakeven analysis for business decisions.
4. Identify the macroeconomic factors around the world for better decision-making.
5. Analyse the policy measures by the Government and assess the impact on business.

**TEXTBOOKS**

1. Dominick Salvatore & Siddhartha Rastogi, “Managerial Economics”, 9<sup>th</sup> Edition, Oxford Publishers, 2022
2. Geethika, Ghosh & Choudhury, “Managerial Economics”, 3<sup>rd</sup> Edition, McGraw-Hill, 2017
3. D. M. Mithani “Managerial Economics Theory and Applications”, 2<sup>nd</sup> Edition, HPH, 2016

**REFERENCE BOOKS**

1. William Samuelson, Stephen Marks and Jay Zagorsky, “Managerial Economics” 9<sup>th</sup> Edition, Wiley, 2021
2. Maheshwari K.L & Varshney R.L, “Managerial Economics”, 1<sup>st</sup> Edition, Sultan Chand & Sons, 2014

**Weblinks:**

1. NPTEL course: <https://archive.nptel.ac.in/courses/110/105/110105075/>
2. Swayam online course: [https://onlinecourses.swayam2.ac.in/imb19\\_mg16/preview](https://onlinecourses.swayam2.ac.in/imb19_mg16/preview)
3. Database of Department of Economic Affairs, Ministry of Finance: <https://dea.gov.in/>
4. Database of Indian economy: <https://cimsdbie.rbi.org.in/#/dbie/home>
5. Union Budget: <https://www.indiabudget.gov.in/>
6. YouTube channel by Dr K. V. Subramanian, Executive Director, IMF:  
[https://www.youtube.com/@arth\\_varta](https://www.youtube.com/@arth_varta)
7. Recent business cases: <https://www.youtube.com/@ThinkSchool>

<b>ACCOUNTING FOR MANAGERS</b>			
Semester	<b>I</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPC513</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>52</b>	Credits	<b>04</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Familiarize the students to with the conceptual framework of accounting.</li> <li>2. Enable the students to prepare books of accounts leading to final accounts.</li> <li>3. Acquaint the students with the analysis of financial statements for decision-making.</li> <li>4. Enable students to analyze the preparation of bank reconciliation statements.</li> </ol>			
<b>Module 1: Introduction to Accounting</b>			No. of Hrs: 10
Meaning, objectives need and types of Accounting, Single Entry System, Double Entry System, GAAP, IFRS, and Indian Accounting Standards. Concepts and Conventions of Accounting.			
<b>Module 2: Accounting Cycle</b>			No. of Hrs: 10
Journal, Ledgers, Trial balance, accounting equation, subsidiary books including cash book with three columns only. Depreciation: Meaning, characteristics and causes of depreciation, Types of Depreciation. Tax implication of depreciation (Problems only on straight line and WDV method). Case studies.			
<b>Module 3: Final Accounts of Companies</b>			No. of Hrs: 11
Preparation of final accounts of companies in vertical form as per the Companies Act of 2013 (Problems of Final Accounts with adjustments), Window dressing. Case studies.			
<b>Module 4: Analysis of Financial Statements</b>			No. of Hrs: 11
Meaning and Purpose of Financial Statement Analysis, Limitations of Financial Statements, Trend Analysis, Comparative Analysis, Financial Ratio Analysis, Preparation of Financial Statements using Financial Ratios, Preparation of Cash flow Statements (Indirect method), Case studies.			
<b>Module 5: Bank Reconciliation Statement</b>			No. of Hrs: 10
Rules for recording receipts and payments in cash book and bank passbook, reasons for differences in the balances of cash book and bank passbook. Meaning and preparation of bank reconciliation statement. Auditing: Audit function, Objectives, Sections of audit, Standards and procedures, Internal checks, EDP, CAAT, role of an auditor.			
<b>Course Outcomes:</b>			
At the end of the course, the student will be able to:			
<ol style="list-style-type: none"> <li>1. Relate the concepts of accounting to business situations.</li> <li>2. Apply the concepts of journal entry and ledger posting to systematically record business data.</li> <li>3. Apply the financial data to prepare final accounts in compliance with the Companies Act.</li> <li>4. Analyze financial ratios and cash flow statements to assess the profitability of an organization.</li> <li>5. Analyze differences between cash and passbooks to prepare a bank reconciliation statement.</li> </ol>			

**TEXTBOOKS:**

1. Tulsiani P C, Financial Accounting, 4<sup>th</sup> Edition, Pearson Education India, 2023
2. Gupta R L & Radha Swamy, Advanced Accounting, 6<sup>th</sup> Edition, Sultan Chand & Sons publications 2022
3. Amrish Gupta, Financial Accounting for Management: An analytical perspective, 7<sup>th</sup> edition, Pearson education. 2022

**REFERENCE BOOKS:**

1. Narayana Swamy R, Financial Accounting: A Managerial Perspective 7<sup>th</sup> edition, PHI, 2022
2. Maheswari S. N, Maheswari Sharad K Maheshwari, A Textbook of Accounting for Management 5<sup>th</sup> edition, Vikas Publishing House (P) Ltd., 2022
3. S.K. Bhattacharya & John Dearden, Accounting for Management-Text & Cases 3<sup>rd</sup> edition, Vikas Publishing House Pvt. Ltd, 2018
4. Jai Kumar Batra, Accounting and Finance for Non-finance Managers 1<sup>st</sup> edition, Sage Publications, 2018

**Weblinks:**

1. Accounting Cycle [https://www.youtube.com/watch?v=dNRa\\_DeVWJU](https://www.youtube.com/watch?v=dNRa_DeVWJU)
2. Financial statement analysis <https://www.youtube.com/watch?v=tZa9RHXQ6MI>
3. Bank reconciliation statement <https://www.youtube.com/watch?v=jy2IF1GpSEc>
4. Depreciation <https://www.youtube.com/watch?v=as3XVyhSkAU>
5. Emerging trends in accounting <https://www.youtube.com/watch?v=MNFDBQoVWyk>
6. Reference book for accounting:  
<https://books.mec.biz/tmp/books/Y3BMTIHRR2UE7LMTZG3T.pdf>
7. Introduction to Accounting [https://onlinecourses.swayam2.ac.in/nou22\\_cm18/preview](https://onlinecourses.swayam2.ac.in/nou22_cm18/preview)
8. Basics of Accounting <https://www.youtube.com/watch?v=mq6KNVeTE3A>

<b>BUSINESS STATISTICS AND ANALYTICS</b>			
Semester	<b>I</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPC514</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>52</b>	Credits	<b>04</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Familiarize students with the concept of data Analytics for Business.</li> <li>2. Apply concepts of statistics in decision-making.</li> <li>3. Apply concepts of Analytics in data-based management.</li> <li>4. Learn the application of statistical tools and techniques in managerial decision-making.</li> </ol>			
<b>Module 1: Introduction to Statistics</b>			No. of Hrs: 10
Meaning of Business Analytics, Analysis v/s Analytics, Data Analytics v/s Business Analytics v/s data science, Types of Business Analytics - Descriptive, Predictive, Prescriptive. Application of analytics in different domains of business (Marketing Analytics, Financial Analytics, HR Analytics, Supply chain Analytics). Measures of central tendency – Arithmetic mean, Geometric mean, Harmonic mean. Mode, Median.			
<b>Module 2: Measures of dispersion</b>			No. of Hrs: 12
Measures of dispersion: Range deviation, Mean deviation, standard deviation variance, Coefficient of variation. Measures of distribution – Quartiles, deciles, percentiles, z scores. Measures of association – Scatter charts, Co variance, and correlation coefficient Types, Methods, Karl Pearson correlation, and Spearman's Rank correlation.			
<b>Module 3: Probability Distribution</b>			No. of Hrs: 11
Concept of probability, Baye's Theorem. Concept of Probability Distribution, Theoretical Probability Distributions - Binomial, Poisson, Normal.			
<b>Module 4 : Time Series Analysis</b>			No. of Hrs: 10
Objectives, Variations in Time Series. Measurement of Trend, Graphic Method, Moving Average Method, Semi-Average Method, Least Square Method. Measurement of Seasonal Variations- Method of Simple Averages, Ratio to Trend Method.			
<b>Module 5: Hypotheses Testing</b>			No. of Hrs: 9
Definition, Types – Null Hypothesis and alternate Hypothesis, Procedure for testing, Errors in hypotheses testing. Parametric and Non-Parametric Tests -t-test, z-test, f-test, Chi-square test, Analysis of Variance (ANOVA)			
<b>Course Outcomes:</b>			
At the end of the course, the student will be able to:			
<ol style="list-style-type: none"> <li>1. Apply statistical concepts to solve business problems</li> <li>2. Analyse measures of descriptive statistics to identify patterns and insights in business data.</li> <li>3. Utilize probability concepts and theoretical distributions to predict business outcomes.</li> <li>4. Apply trends and seasonal variations in time series data to make informed business decisions.</li> <li>5. Analyse and perform hypothesis testing using parametric and non-parametric methods to validate assumptions and support business strategies.</li> </ol>			





# MANGALORE INSTITUTE OF TECHNOLOGY & ENGINEERING

(A Unit of Rajalaxmi Education Trust<sup>®</sup>, Mangalore)

Autonomous Institute affiliated to VTU, Belagavi, Approved by AICTE, New Delhi

Accredited by NAAC with A+ Grade & ISO 9001:2015 Certified Institution

## **TEXTBOOKS:**

1. U. Dinesh Kumar, Business Analytics- The science of data-driven decision making, 2<sup>nd</sup> edition, Wiley Publication, 2022
2. S C Gupta, Fundamentals of Mathematical Statistics, 12<sup>th</sup> edition, Sultan Chand & Sons, 2024
3. Levin RI and Rubin D.S. Statistics for management, 7<sup>th</sup> edition, Prentice Hall of India Pvt Ltd, New Delhi, 2021

## **REFERENCE BOOKS:**

1. J K Sharma, Business Statistics 5<sup>th</sup> edition, Vikas Publishing House, 2020
2. Dr Deepak Chawla & Dr Neena Sondhi, Research Methodology, 2<sup>nd</sup> edition, Vikas Publications, 2022
3. William E. Wagner, III, Using IBM SPSS- Statistics for Research Methods and Social Science Statistics 7<sup>ed</sup> Sage Publications, 2020

## **Weblinks:**

1. Swayam NPTEL Course by IIT Roorkee. - <https://onlinecourses.nptel.ac.in/>
2. YouTube Videos: <https://www.youtube.com/watch?v=VDLyk6z8uCg>
3. Swayam NPTEL Course on Business Statistics by Dr. P. M. Shiv Prasad, Department of Commerce, Teresian College, Mysuru. <https://nptel.ac.in>

<b>ENTREPRENEURIAL DEVELOPMENT AND START-UP ECOSYSTEM</b>			
Semester	<b>I</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPC515</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>52</b>	Credits	<b>04</b>
<b>Course Learning Objectives:</b>			
This course is designed			
<ol style="list-style-type: none"> <li>1. Impart entrepreneurial qualities and motivation among students.</li> <li>2. Impart entrepreneurial skills and understanding to run a business efficiently and effectively.</li> <li>3. Provide insights to students on entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs.</li> <li>4. Make students understand the ways of starting a company of their own.</li> </ol>			
<b>Module 1: Introduction to Entrepreneurship</b>			No. of Hrs: 09
Concept of Entrepreneurship and start-up, Start-up Process, Types of start-ups. New business ideas Handholding, Funding and Incubation. Business Model: Osterwalder business model. Forms of business organization: Sole proprietorship, Partnership, LLP, Joint-stock company, Co-operatives, Private Limited, Public Limited. Case studies.			
<b>Module 2: Project Report Preparation</b>			No. of Hrs: 11
Preparation of Project report with feasibility study - technical feasibility study, economic feasibility study, legal feasibility study, operational feasibility study, organizational feasibility study. Case studies.			
<b>Module 3: Funding</b>			No. of Hrs: 11
Estimating the financial needs of a new venture and preparation of a Financial Plan Sources of Personal Financing: bootstrapping, Preparing to raise debt or Equity Financing, Business Angels, Venture Capital, Crowd funding, Initial Public Offering (IPO), Commercial Banks, and other sources of Debt Financing. Case studies.			
<b>Module 4: Supporting New Venture</b>			No. of Hrs: 12
Start-up Support Systems: Role of Central Government and State Government in promoting Entrepreneurship/start-up, Start-up India Policy, Industrial Policy of India Incubation Support: Meaning of Incubation, Functions of Incubation centers, NAIN incubation Institutions supporting Entrepreneurs: A brief overview of financial institutions in India, SIDBI, NABARD, IDBI, SIDCO, Indian Institute of Entrepreneurship.			
<b>Module 5: Process of Company Incorporation</b>			No. of Hrs: 09
Process of registration of a private limited company, a public limited company, a partnership; Characteristics of a limited liability partnership; Four stages of Start-Up. Intellectual property protection and Ethics: Patents, Copyright, Trademark, Geographical indications.			

## Course Outcomes:

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

1. Summarize the concept of entrepreneurship required for successful entrepreneurial practice
2. Apply concepts in entrepreneurship to solve business problems.
3. Apply economic financial legal and ethical aspects of the global environment
4. Apply concepts of intellectual property rights to protect the business
5. Analyse the business environment and make data based decisions

## TEXTBOOKS:

1. Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, and Sabyasachi Sinha, 'Entrepreneurship', 11<sup>th</sup> Edition, McGraw Hill, 2020
2. Charanthimath Poornima M, Entrepreneurship Development and Small Business Enterprises, 3<sup>rd</sup> Edition, Pearson, 2018
3. Vasanth Desai, The Dynamics of Entrepreneurial Development and Management, 6th edition, Himalaya Publishing House, 2018
4. Donald F. Kuratko and Richard M. Hodgetts, Entrepreneurship, South-Western Publishers, 6th edition, 2012

## REFERENCE BOOKS:

1. Gupta S.L., Arun Mittal, Entrepreneurship Development, International Book House, 2012
2. Sudha G S, Management and Entrepreneurship Development, Indus Valley Publication, 2009

## Weblinks:

1. NPTEL Course on Entrepreneurship from IIT Madras: [https://onlinecourses.nptel.ac.in/noc21\\_mg70/preview](https://onlinecourses.nptel.ac.in/noc21_mg70/preview)
2. Entrepreneurship <https://youtu.be/rbmz5VEW90A>
3. Business Plan <https://www.youtube.com/watch?v=CnStAWc7iOw>
4. Institutional Support <https://www.youtube.com/watch?v=RLQivEQUgUc>
5. Start-up news: <https://yourstory.com/>
6. Entrepreneurship news: <https://www.entrepreneur.com/en-in>
7. Government initiatives: <https://www.startupindia.gov.in/> and YouTube channel: [https://www.youtube.com/channel/UCqFb-ynHTJ6\\_YRbdn-sFUvg](https://www.youtube.com/channel/UCqFb-ynHTJ6_YRbdn-sFUvg)
8. Indian start-up landscape: <https://www.investindia.gov.in/about-us>

<b>MANAGERIAL COMMUNICATION</b>			
Semester	<b>I</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPC516</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L: T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>52</b>	C edits	<b>04</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Impart the knowledge about various communication skills.</li> <li>2. Familiarize with drafting business letters.</li> <li>3. Acquaint with the knowledge of drafting business proposals.</li> <li>4. Familiarize with communication skills to enhance the decision-making process.</li> </ol>			
<b>Module 1: Introduction</b>			No. of Hrs: 8
Meaning, Classification, Communication Process, 7 C's of communication, Communication structure in organization, Communication in a cross-cultural setting, Barriers in communication			
<b>Module 2: Oral Communication</b>			No. of Hrs: 10
Meaning, Principles of successful oral communication, Conversation control, Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication Listening as a Communication Skill: Approaches to listening, Process of listening, Nonverbal communication: Meaning, classification.			
<b>Module 3: Written Communication</b>			No. of Hrs: 12
Clarity in writing, Principles of effective writing, Approaching the writing process systematically: The 3X3 writing process for business communication Pre writing, Writing, Revising. Types of Written Communication in Business: Business Letters: Introduction To Business Letters, Types of Business Letters, Writing Routine And Persuasive Letters, Positive And Negative Messages Writing, Employee Reviews, Recommendation Letters, Thank You Letters. How to write an email.			
<b>Module 4: Employment Communication</b>			No. of Hrs: 8
Employment Communication: Introduction, Writing CVs, Group discussion, Interview skills.			
<b>Module 5: Presentation and Negotiation Skills</b>			No. of Hrs: 14
Presentation: What is a presentation, Elements of presentation, Designing & Delivering Business Presentations, Advanced Visual Support for Managers, Negotiation skills: Definition of negotiation, Nature and need for negotiation, Factors affecting negotiation, Stages of negotiation process, Negotiation strategies, Etiquette in Managerial Communication: Meaning, types and advantages of Etiquette.			

## Course Outcomes:

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

1. Summarize the concepts of managerial communication for professional interactions.
2. Apply Communication concepts to work effectively in groups.
3. Develop a superior level of communication skills to become successful managers.
4. Apply principles of effective writing to craft business letters, reports, and proposals.
5. Develop Negotiation skills for conflict resolution.

## TEXTBOOKS

1. Chaturvedi P. D, & Mukesh Chaturvedi, Business Communication: Concepts, Cases and Applications, 4 Edition, Pearson Education, 2020
2. M K Sehgal, Vandana Khetrpal, Business Communication, 2<sup>nd</sup> Edition, Excel Books, 2013

## REFERENCE BOOKS

1. Ober and Newman, Communicating in Business, 8th Edition, Cengage learning, 2018
2. Kelly M, Quintanilla, Shawn T and Wahl, Business and Professional Communication, 3<sup>rd</sup> Edition, SAGE South Asia Publication Pvt. Ltd., 2017
3. Lesikar, Flatley, Rentz & Pande, Business Communication, 12<sup>th</sup> Edition, TMH, 2014

## Weblinks:

1. Managerial Communication-<https://www.youtube.com/watch?v=yml9dx9nUco>
2. Business Communication-<https://www.edx.org/learn/business-communications>
3. Soft skills course: <https://nptel.ac.in/courses/110105052>
4. Group discussion- <https://www.youtube.com/watch?v=BguYUJ7cWrs>
5. Effective writing: <https://www.youtube.com/watch?v=Hdi1S52bhNg>

<b>ADVANCED EXCEL AND BASICS OF PYTHON</b>			
Semester	<b>I</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBSE517</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>1:0:2</b>	Exam Hrs	<b>1.5</b>
Total Hrs	<b>37 (13+24)</b>	Credits	<b>02</b>
<p><b>Course Learning Objectives:</b>            This course is designed to:</p> <ol style="list-style-type: none"> <li>1. Impart knowledge of basic concepts of Excel and Python</li> <li>2. Familiarize with functions for business application</li> <li>3. Familiarize with Python programming to solve simple Problems.</li> </ol>			
<b>Module 1: Introduction to spreadsheets</b>			No. of Hrs: 2+4
<p>Introduction to spreadsheets: Entering data, Basic formatting, autofill, sort and filter features, creating lists, inserting, deleting, text wrapping. Merging cells,            Excel basics: Protecting and sharing workbooks, freeze panes, page layout, page breaks, page orientation and print area, hyperlinks, inserting images, objects, equations and symbols.            Lab component: Exercises on the above techniques</p>			
<b>Module 2: Advanced Excel Functions</b>			No. of Hrs: 3+4
<p>Advanced Excel Functions: Maths functions, writing formulas            Statistical functions (SUM, AVERAGEIF, AVERAGEIFS, COUNTIF, COUNTIFS, MIN, MAX, MEDIAN, MODE, STD DEV, VAR, CORRELATION, REGRESSION) DATE AND TIME FUNCTIONS            Logical functions: IF, AND, OR, NOT, TRUE, FALSE,            Textual functions: TRIM, UPPER, LOWER, REPLACE for data manipulation, cleaning and preparation for analysis.            Advanced functions: Data import, LOOKUP functions with INDEX, MATCH, SUMIFS, COUNTIFS            Financial functions: Time value of money – PV, FV, NPV, IRR, PMT, RATE, EMI            Scenario analysis and data tables Slicing and dicing data for scenario analysis            Data Visualization: charting – Bar charts, pie charts, column charts, line charts, etc. Formatting and resizing charts, Dashboard design using Excel            Lab component: Exercises on the above techniques</p>			
<b>Module 3: Introduction to Python Program</b>			No. of Hrs: 2+4
<p>Introduction to Python Program: Reserved words, Conversing with Python, Terminology – interpreter and compiler, understanding programming, writing a program, what is a program, building blocks of programs, Debugging.            Variables, Expressions and Statements: Python installation data types: Interest float, Boolean, string, and list; variables, expressions, statements, precedence of operators, comments; parameters and arguments. Lab component: Exercises on the above commands</p>			
<b>Module 4: Python Programming Basics</b>			No. of Hrs: 3+6
<p>Control Flow, Loops and Conditionals: Boolean values and operators, conditional (if), alternative (if-else), chained conditional (if-if-else); Iteration: while, for, break, continue.            Lab component: Exercises on the above techniques</p>			



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<b>Module 5: Functions and Arrays</b>	No of Hrs: 3+6
<p>Functions, Arrays and Fruitful functions: return values, parameters, local and global scope, function composition, recursion; Strings: string slices, immutability, string functions and methods, String module; Python arrays, Access the Elements of an Array, array methods.            Lab component: Exercises on the above techniques.</p>	
<p><b>Course Outcomes:</b>            At the end of the course, the student will be able to:</p> <ol style="list-style-type: none"> <li>1. Understand the basics of Excel &amp; Python</li> <li>2. Apply Excel Macros to solve simple problems</li> <li>3. Apply Python programs to solve simple problems</li> </ol>	
<p><b>TEXTBOOKS</b></p> <ol style="list-style-type: none"> <li>1. Allen B Downey, Think Python, 2<sup>nd</sup> edition, Shroff Publishers and Distributors Pvt. Ltd. 2021</li> <li>2. Michael Alexander, Excel Macros for Dummies, 2<sup>nd</sup> Edition, Wiley India, 2015</li> <li>3. Charles Severance, Python for Everybody-Exploring data in Python 3, First edition, Shroff Publishers and Distributors Pvt. Ltd, 2018</li> </ol>	
<p><b>REFERENCE BOOKS</b></p> <ol style="list-style-type: none"> <li>1. Allen Downey, Jeffrey Elkner, Chris Meyers, Learning with Python 2nd edition, Dream Tech Press, 2016</li> <li>2. E. Balaguruswamy, Programming in C, 7th edition, McGraw Hill Education, 2017</li> <li>3. Jake VanderPlas, Python Data Science Handbook, 6th edition, Shroff Publishers and Distributors Pvt. Ltd, 2022</li> </ol>	
<p><b>Weblinks:</b></p> <ol style="list-style-type: none"> <li>1. Excel for beginners, <a href="https://www.youtube.com/watch?v=wbJcJcKBeMg">https://www.youtube.com/watch?v=wbJcJcKBeMg</a></li> <li>2. Excel macros for beginners, <a href="https://www.youtube.com/watch?v=wBDp9G2zWe8">https://www.youtube.com/watch?v=wBDp9G2zWe8</a></li> <li>3. Excel shortcuts, <a href="https://www.youtube.com/watch?v=Xe4U_o_EWw">https://www.youtube.com/watch?v=Xe4U_o_EWw</a></li> <li>4. Python basics, <a href="https://www.youtube.com/watch?v=woVJ4N5nl_s">https://www.youtube.com/watch?v=woVJ4N5nl_s</a></li> <li>5. Python for beginners, <a href="https://www.youtube.com/watch?v=X6bFJl9r-mM">https://www.youtube.com/watch?v=X6bFJl9r-mM</a></li> </ol>	

<b>HUMAN RESOURCE MANAGEMENT</b>			
Semester	<b>II</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPC521</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>52</b>	Credits	<b>04</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Impart knowledge on theories and various functions of Human Resources Management</li> <li>2. Familiarize the relevance and importance of Human Resources Management at workplace.</li> <li>3. Enable students to solve the workplace problems through Human Resources Management intervention.</li> <li>4. Familiarize different approaches of HRM for solving the complex issues and problems at the workplace.</li> </ol>			
<b>Module 1: Introduction HRM</b>			No. of Hrs: 10
Meaning, nature, scope of HRM, Evolution of the concept of HRM, Major functions of HRM, Human Resource Management and Personnel Management, Models of Human Resource Management, HRM in India, The HR Competencies, Strategic HRM/Strategic Partner			
<b>Module 2: HR Planning</b>			No. of Hrs: 10
HR Planning: Importance of HR Planning, Factors Affecting HR Planning, HRP Process, Tools for Demand Forecasting, The Challenges for HR, Process of Job Analysis, Job Description and Job Evaluation. Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy, Future Trends in Recruitment; Selection Process; Selection Tests; Factors Influencing Selections.			
<b>Module 3: Performance Management</b>			No. of Hrs: 10
Performance Management and Appraisal: Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, Future of Performance Management. Compensation and Benefits: Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, External and Internal Factors, Establishing Pay Rates, Employee Benefits. Employee Turnover and Retention: Meaning, Strategies to manage turnover and retention			
<b>Module 4 : Industrial Relations and Employee Welfare</b>			No. of Hrs: 12
Industrial Relations: Decent Workplace, International Labour Organization, Industrial Relations, The Objectives of Industrial Relations, Approaches of Industrial Relations Systems, The Actors in Industrial Relations, Indian Context, Industrial Relations and Human Resource Management. Employee welfare, grievances and discipline: Meaning and forms, sources, approaches to grievance machinery, grievance procedures, model procedure, disciplinary procedure, approaches to manage discipline in industry, Principles of hot stove rule.			



<b>Module 5: HRM in Service Sector and SME's</b>	No. of Hrs: 10
<p>Human Resource Management in the Service Sector: The Emergence of the Service Sector, Difference in Human Resource Management in Services and Manufacturing Sectors, Human Resource Management and Service Quality Correlation, Trade Unions in Services Sector, Modelsof Union Strategies</p> <p>Human Resource Management in Small and Medium Enterprises: The Difference in Adoption of Human Resource Management - Indian Experience, Impact of Weak Adoption of Human Resource Management in SMEs.</p> <p>Future trends in Human Resource Management: Hybrid work model, Employee skill development, Internal mobili y, Diversity and inclusion in workforce, People analytics, Employee well-being, Multi-generational workforces and All-in-One HR tools.</p>	
<p><b>Course Outcomes:</b></p> <p>At the end of the course, the student will be able to:</p> <ol style="list-style-type: none"> <li>1. Summarize the basic concepts, theories and models of HRM.</li> <li>2. Apply innovative recruitment methods linking compensation and rewards to performance.</li> <li>3. Identify the challenges of manpower planning and develop effective recruitment strategies.</li> <li>4. Identify the HR challenges in SME's and Service sector and adopt future trends of HRM.</li> <li>5. Apply the approaches of employee grievance to create a good IR environment.</li> </ol>	
<p><b>TEXT BOOKS</b></p> <ol style="list-style-type: none"> <li>1. Amitabha Sengupta, "Human Resource Management: Concepts" 1<sup>st</sup> Edition, Sage Publication India Pvt. Ltd., 2018</li> <li>2. R. C. Sharma, Nipun Sharma, "Human Resource Management: Theory and Practices", 9th Edition, Sage Publication India Pvt. Ltd., 2018</li> <li>3. T.P Renuka Murthy, "Human Resources Management", 1<sup>st</sup> Edition, Himalaya Publishing House, 2017</li> </ol>	
<p><b>REFERENCE BOOKS</b></p> <ol style="list-style-type: none"> <li>1. Peter G. Northouse, "Leadership: Theory and Practices" 7<sup>th</sup> Edition. Sage Publication, 2018.</li> <li>2. Brian Becker, Dave Ulrich, and Mark A. Huselid, "The HR Scorecard: LinkingPeople, Strategy, and Performance", 1<sup>st</sup> Edition, Harvard Business School Press., 2001</li> <li>3. Shawn Smith and Rebecca Mazin, "The HR Answer Book: An Indispensable Guidefor Managers and Human Resources Professionals", 2<sup>nd</sup> Edition, AMACOM publishers, 2011</li> <li>4. T.V. Rao, "Performance Management and Appraisal Systems HR Tools for Global Competitiveness", 1<sup>st</sup> Edition, Sage Publication India Pvt. Ltd., 2004</li> </ol>	
<p><b>Weblinks:</b></p> <ul style="list-style-type: none"> <li>• Manpower Planning- <a href="https://youtu.be/hHE4ilceiXs">https://youtu.be/hHE4ilceiXs</a></li> <li>• Performance Appraisal- <a href="https://youtu.be/vXgt9yASs_k">https://youtu.be/vXgt9yASs_k</a></li> <li>• HRM practices-<a href="https://youtu.be/e1F3xnF5LKg">https://youtu.be/e1F3xnF5LKg</a></li> <li>• HR Trends-<a href="https://youtu.be/4Kr0VpM14LI">https://youtu.be/4Kr0VpM14LI</a></li> <li>• Effective Performance Appraisal System-<a href="https://youtu.be/9j9u-wdIE8c">https://youtu.be/9j9u-wdIE8c</a></li> <li>• Compensation -<a href="https://youtu.be/c75U2xofWEM">https://youtu.be/c75U2xofWEM</a></li> </ul>	

<b>FINANCIAL MANAGEMENT</b>			
Semester	<b>II</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPC522</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>52</b>	Credits	<b>04</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Provide an understanding of the basic concepts of financial management .</li> <li>2. Acquaint learners with the concept of cost of finance and its implications.</li> <li>3. Equip students with the skills to evaluate investment proposals.</li> <li>4. Impart knowledge on the management of working capital in an organization.</li> <li>5. Familiarize students with the analysis of capital structure and dividend decisions within an organization.</li> </ol>			
<b>Module 1 : Introduction to Financial Management</b>			No. of Hrs: 8
Definition and scope - objectives of Financial Management- role and functions of finance manager. Interface of Financial Management with other functional areas. Indian Financial System: Structure-types-Financial markets- Financial Instruments -Financial institutions and financial services- Non-Banking Financial Companies (NBFCs). Emerging areas in Financial Management: Risk Management- Behavioural Finance- Financial Engineering- Basics of share market and trading.			
<b>Module 2: Long term sources of Finance &amp; Cost of Capital</b>			No. of Hrs: 10
Shares - Debentures- Term loans and deferred credit-Lease financing- Hybrid financing- Venture Capital-Angel investing- private equity - Crowd funding. Cost of Capital: Basic concepts- Components and computation of cost of capital - Cost of debentures- cost of term loans - cost of preferential capital-cost of equity (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC).			
<b>Module 3: Capital Structure and Dividend Decisions</b>			No. of Hrs: 10
Capital structure– Planning the capital structure- optimum capital structure - determination of capital structure - Governance of Equity and Debt- Leverages - EBIT and EPS analysis-Return on Investment (ROI) & Return on Earnings ( ROE) analysis. Dividend decisions & policies – Factors affecting the dividend policy – types of Dividend Policy- forms of dividend-bonus issue-stock split.			
<b>Module 4 : Long term Investment Decisions (Capital Budgeting)</b>			No. of Hrs: 12
Need and importance of capital budgeting and its process-Techniques of capital budgeting – [Payback period, time adjusted payback period, accounting rate of return , Net present value, Internal rate of return, Modified internal rate of return, Profitability index method,). Capital Rationing. Estimation of cash flows for new projects and replacement projects.			

<p><b>Module 5: Working Capital Management</b></p> <p>Sources of working capital- Factors influencing working capital requirements - Current asset policy and current asset finance policy - Determination of operating cycle and cash cycle - Estimation of working capital policy requirements of a firm. (Theory Only). Case study on Working Capital Determination and the impact of negative working capital.</p>	<p>No. of Hrs: 12</p>
<p><b>Course Outcomes:</b></p> <p>At the end of the course, the student will be able to:</p> <ol style="list-style-type: none"> <li>1. Summarize the key concepts, roles, and emerging trends in financial management.</li> <li>2. Apply the principles of securing long-term finance and calculating the cost of capital.</li> <li>3. Analyze financial strategies to optimize an organization's working capital.</li> <li>4. Examine the financial management techniques to effectively manage long-term financial resources.</li> <li>5. Apply financial strategies to manage and optimize an organization's overall financial health and decision-making.</li> </ol>	
<p><b>TEXT BOOKS</b></p> <ol style="list-style-type: none"> <li>1. M.Y. Khan &amp; P.K. Jain, “Financial Management: Text, Problems &amp; Cases”, 7<sup>th</sup> Edition Tata McGraw Hill, 2017</li> <li>2. Prasanna Chandra, “Financial Management: Theory and Practice”, 10<sup>th</sup> Edition, TMH, 2019</li> <li>3. I.M. Pandey, “Financial Management”, 11<sup>th</sup> edition, Vikas Publishing, 2015</li> </ol>	
<p><b>REFERENCE BOOKS</b></p> <ol style="list-style-type: none"> <li>1. Dr. G. Nagarajan &amp; Dr. Binoy Mathew, “Financial Management”, 2<sup>nd</sup> Edition,. Jayvee Digitalpublishing, 2022</li> <li>2. Prahlad Rathod, Babitha Thimmaiah and Harish Babu, “Financial Management” (1<sup>st</sup> Edition, HPH, 2015</li> <li>3. Nikhil Chandra Shil &amp; Bhagaban Das, “Financial Management: A Strategic Perspective” 1<sup>st</sup> edition, Sage Publications, 2016</li> <li>4. Vishwanath S. R. “Corporate Finance”, 3<sup>rd</sup> Edition, Sage Publications, 2019.</li> </ol>	
<p><b>Weblinks:</b></p> <ol style="list-style-type: none"> <li>1. Time value of money <a href="https://www.youtube.com/watch?v=Yf-VmsLc40k">https://www.youtube.com/watch?v=Yf-VmsLc40k</a></li> <li>2. Cost of capital <a href="https://www.youtube.com/watch?v=VGN_IonxroE">https://www.youtube.com/watch?v=VGN_IonxroE</a></li> <li>3. Capital structure <a href="https://www.youtube.com/watch?v=fdDVsyga-7o">https://www.youtube.com/watch?v=fdDVsyga-7o</a></li> <li>4. Capital budgeting <a href="https://www.youtube.com/watch?v=ZOaGNDmKpzo">https://www.youtube.com/watch?v=ZOaGNDmKpzo</a></li> <li>5. Working capital management <a href="https://www.youtube.com/watch?v=_4kq_z-eIGc">https://www.youtube.com/watch?v=_4kq_z-eIGc</a></li> <li>6. Fundamentals of Financial Management <a href="https://www.youtube.com/watch?v=CCQwz_Gwo6o">https://www.youtube.com/watch?v=CCQwz_Gwo6o</a></li> <li>7. Fundamentals of Financial Management for Managers <a href="https://www.digimat.in/nptel/courses/video/110107144/L01.html">https://www.digimat.in/nptel/courses/video/110107144/L01.html</a></li> </ol>	

<b>RESEARCH METHODOLOGY</b>			
Semester	<b>II</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPC523</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>52</b>	Credits	<b>04</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Impart the knowledge on the basic components of research design</li> <li>2. Familiarize the applications of research methods</li> <li>3. Equip students with various research analytical tools used in business research</li> <li>4. Develop the ability to interpret data results effectively.</li> </ol>			
<b>Module 1: Introduction to Business Research</b>			No. of Hrs: 10
<p>Meaning, types, process of research- management problem, defining the research problem, formulating the research hypo thesis, develop the research proposals, research design formulation, sampling design, planning and collecting the data for research, data analysis and interpretation. Research application in business decisions, ethical issues in business research. Features of a good research study.</p>			
<b>Module 2: Business Research Design</b>			No. of Hrs: 11
<p>Meaning, types and significance of research design, errors affecting research design. Exploratory Research: Meaning, purpose, methods, literature search, experience survey, focusgroups and comprehensive case methods.</p> <p>Conclusive Research Design: Descriptive research, meaning, types, cross sectional studies and longitudinal studies.</p> <p>Experimental Research Design: Meaning and classification of experimental designs, formal and informal, Pre experimental design, True experimental design, Quasi-experimental design, Statistical experimental design.</p>			
<b>Module 3: Sampling</b>			No. of Hrs: 11
<p>Concepts, types of sampling, Probability Sampling: simple random sampling, systematic sampling, stratified random sampling, cluster sampling,</p> <p>Non Probability Sampling: convenience sampling-judgmental sampling, snowball sampling, quotasampling, Errors in sampling.</p>			
<b>Module 4: Data Collection</b>			No. of Hrs: 10
<p>Meaning, types, methods: Observations, survey and interview techniques. Questionnaire design: meaning, process of designing questionnaire. Qualitative techniques of data collection – secondary data sources: advantages and disadvantages.</p> <p>Measurement and Scaling Techniques: Basic measurement scales-nominal scale, ordinal scale, interval scale, ratio scale. Attitude measurement scale - Likert scale, semantic differential scale, Thurston scale, Multi-dimensional scaling: non comparative scaling techniques</p> <p>Activity: Video content analysis on observation method using Nielsen- A marketing research company's you tube channel. Mini project: Students are asked to prepare a structured questionnaire to collect data for a specific business research objective.</p>			

<b>Module 5:Data Analysis and Report Writing</b>	No. of Hrs: 10
Editing, Coding, Classification, Tabulation, Validation. Analysis and Interpretation, Report writing and presentation of results, Importance of report writing, types of research reports, Report structure, Guidelines for effective documentation.	
<b>Course Outcomes:</b> At the end of the course, the student will be able to: <ol style="list-style-type: none"> <li>1. Summarize various research types, methodologies and their application in business.</li> <li>2. Apply concepts of research methodology to solve business problems.</li> <li>3. Identify the types of business research design.</li> <li>4. Apply the suitable data collection method and hypothesis testing tools for business research.</li> <li>5. Analyze and Interpret the data by applying appropriate statistical and analytical techniques.</li> </ol>	
<b>TEXT BOOKS</b> <ol style="list-style-type: none"> <li>1. CR Kothari, “Research Methodology”, 4<sup>th</sup> Edition, New Age International Publishers, 2019</li> <li>2. Donald R. Cooper, Pamela S Schindler &amp; J K Sharma, “Business ResearchMethods”, 12<sup>th</sup> Edition, McGraw Hill Publishers, 2018</li> <li>3. S.N. Murthy &amp; U. Bhojanna, “Business Research Methods” 3<sup>rd</sup> Edition, Excel Books, 2016</li> </ol>	
<b>REFERENCE BOOKS</b> <ol style="list-style-type: none"> <li>1. M M Munshi &amp; K Gayathri Reddy, “Research Methods”, 1<sup>st</sup> Edition, HPH Publishers, 2015</li> </ol>	
<b>Weblinks:</b> <ol style="list-style-type: none"> <li>1. Nielsen marketing research: <a href="https://www.youtube.com/watch?v=pLGjZkrKX1Y">https://www.youtube.com/watch?v=pLGjZkrKX1Y</a></li> <li>2. SPSS tutorial: <a href="https://www.spss-tutorials.com/basics/">https://www.spss-tutorials.com/basics/</a></li> </ol>	

<b>MARKETING MANAGEMENT</b>			
Semester	<b>II</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPC524</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>52</b>	Credits	<b>04</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Impart the knowledge on the fundamental concepts of marketing.</li> <li>2. Familiarize consumer buying behaviour and influencing factors.</li> <li>3. Acquaint major bases for segment marketing, target marketing, and market positioning.</li> <li>4. Provide framework covering basic elements of the marketing mix.</li> </ol>			
<b>Module 1: Introduction</b>			No. of Hrs: 11
Importance of marketing, Definitions of market and marketing, Types of Needs, Elements of Marketing Concept, Functions of Marketing, evolution of marketing, Marketing V/s Selling, Customer Value and Satisfaction, 4P's of Marketing, Marketing Environment, Techniques used in environment analysis, Characteristics (Micro and Macro), Marketing to the 21st century customer.			
<b>Module 2: Consumer Behaviour</b>			No. of Hrs: 10
Analysing Consumer Behaviour: Meaning, Factors influencing Consumer Behaviour – personal, psychological, social. Consumer Buying Decision Process, Buying Roles, Buying Motives. The black box model of consumer behaviour.			
<b>Module 3: Product and Price</b>			No. of Hrs: 10
Product: Importance and primary objective of product management, product levels, product hierarchy, Classification of products, product mix, product mix strategies, Managing Product Life Cycle. New Product Development, Packing as a marketing tool, Role of labeling in packing. Concept of Branding, Brand Equity, branding strategies, selecting logo, brand extension- effects.			
Pricing: Introducing to pricing, Significance of pricing, factor influencing pricing (Internal factor and External factor), objectives, Pricing Strategies-Value based, Cost based, Market based, competitor based pricing procedure.			
<b>Module 4 : Place and Promotion</b>			No. of Hrs: 10
Place: Roles and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System.			
Promotions: Marketing communications, Integrated Marketing Communications, objectives, steps in developing effective communication. Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern Media, online and Mobile Advertising, social media for Advertising. Push-pull strategies of promotion.			
<b>Module 5: Market Segmentation, Targeting and Positioning (STP)</b>			No. of Hrs: 11
Segmentation: Benefits, requisites of effective segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Types of Segmentation. Targeting - Bases for identifying target Customer target, Marketing strategies, Positioning – Meaning of positioning, Tasks involved in Positioning. Monitoring brands performance and positioning. Product Differentiation Strategies.			

## Course Outcomes:

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

1. Summarize the importance of marketing, in the modern business environment.
2. Apply theories and practices of marketing to solve business problems.
3. Identify marketing mix strategies for goods and services.
4. Apply market segmentation concepts and product differentiation strategies to real-world scenarios.
5. Analyze consumer behaviour and buying process.

## TEXT BOOKS

1. Kotler, Keller, Koshy & Jha, “Marketing Management: A South Asian Perspective”, 14<sup>th</sup> Edition, Pearson publication, 2019
2. Ramaswamy and Namakumari, “Marketing Management- Indian Context, Global Perspective” 6<sup>th</sup> Edition, SAGE publication.
3. Ramesh Kumar, “Advertisement Brands & Consumer Behaviour”, Sage Publications, 2020

## REFERENCE BOOKS

1. Neelamegham S. “Marketing in India: Texts and Cases”. 3<sup>rd</sup> Edition, Vikas Publication.
2. Lamb, Hair, Mc Danniel. Marketing. Cengage Learning
3. Etzel MJ, BJ Walker, William J S. Fundamentals of Marketing Management. Tata McGraw – Hill

## Web links:

1. Phillip Kotler on Evolution of Marketing: <https://youtu.be/5fdx5Laavkc>
2. Marketing Environment: <https://youtu.be/Ule8n6GgE1g>
3. Consumer Behaviour and related case study: <https://youtu.be/iWuYUhSHXHg>
4. Customer Relationship Marketing: [https://youtu.be/IErR\\_YYfp3Y](https://youtu.be/IErR_YYfp3Y)
5. Introduction to Neuro Marketing: <https://youtu.be/mL7MASrDIQ>

<b>STRATEGIC MANAGEMENT</b>			
Semester	<b>II</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPC525</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>52</b>	Credits	<b>04</b>
<b>Course Learning Objectives:</b>			
This course is designed to:			
<ol style="list-style-type: none"> <li>1. Impart knowledge on the core concepts of strategic management.</li> <li>2. Familiarize various business strategies in dynamic market environments.</li> <li>3. Equip students with various strategic management models.</li> <li>4. Familiarize various implementation and control issues.</li> </ol>			
<b>Module 1 : Overview of Strategic Management</b>			No. of Hrs: 9
Meaning of strategy and strategic management, Stages of strategic management, the strategic management process/model, benefits of strategic management, Levels of strategies, Competitive advantage, Business model and relationship between a company's strategy and Business model			
<b>Module 2: External Assessment</b>			No. of Hrs: 10
Key external forces, the process of performing an external audit, industry analysis, Factors driving industry change - Porter's dominant economic feature, competitive forces, competitive environment analysis-porter's five forces model, key success factors (KSFs).			
<b>Module 3: Internal Assessment</b>			No. of Hrs: 10
Key internal forces, the process of performing internal audit, Resources capabilities and competencies, Resource Based View (RBV), Integrating strategy and culture, SWOT analysis, Value chain analysis, Bench marking, Internal factor evaluation matrix.			
<b>Module 4 : Strategy Formulation</b>			No. of Hrs: 14
Strategy formulation model - Business vision and mission, Differences between vision and mission, process of developing vision and mission, long term objectives, strategy formulation. Types of strategies – Porter's generic strategies (Low cost, differentiation, Best cost, Focused low cost and focused differentiation) Growth strategies (Internal growth, external growth strategies, integration strategies, diversification strategies, Mergers and strategic alliances, Ansoff's matrix, stability strategies (No change, Profit and proceed with caution) defensive strategies, Retrenchment strategies (Turnaround, divestment and liquidation) Blue Ocean Strategy.			
<b>Module 5: Strategy implementation, Control and Evaluation</b>			No. of Hrs: 9
Implementation: Role of organization structure, leadership and culture, Nature of strategy implementation, annual objectives, policies, resource allocation, managing conflicts, restructuring, reengineering and e-engineering, linking performance and pay to strategies, creating a strategy- supportive culture, operations concerns in implementing strategies.			



Control: Establishing strategic controls - Premise controls, strategic surveillance, special alert control, implementation control. Exerting strategic controls – competitive bench marking  
Evaluation: The process of evaluating strategies, strategy evaluation framework, balanced score card, characteristics of an effective evaluation system, contingency planning, 21<sup>st</sup> century challenges in strategic management.

### Course Outcomes:

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

1. Relate theories and practices of strategic management to solve business problems.
2. Identify the deference between external and internal environment to address key challenges confronted by the organisation.
3. Apply business models and strategies to evaluate the long term objectives of an organisation.
4. Analyse different scenario and implement a sound strategy for business.
5. Identify the role of strategies in creating a strategy-supportive culture

### TEXT BOOKS

1. Fred R David, “Strategic Management” 14<sup>th</sup> Edition Prentice Hall India Publication, 2014
2. Arthur A, Thompson Jr, Margaret A, Peteraf John E, Gamble A. J. Strickland III, Arun K Jain, 2016  
Crafting and Executing Strategy: The Quest for Competitive Advantage- Concepts and Cases. 16<sup>th</sup> Edition, McGraw Hill Education

### REFERENCE BOOKS

1. Michael A Hitt, Duane Irel, Hoskisson, Manikutty,. “Strategic Management-A south Asian Perspective”, 9<sup>th</sup> Edition, Cengage Learning, 2016
2. Stewart Clegg Chris Carter, Marting, Johen, “Strategy- Theory and Practice” 3rd Edition, Sage Publication, 2020

### Weblinks:

- Introduction to strategic management - [https://www.youtube.com/watch?v=uY\\_ywciZUnM](https://www.youtube.com/watch?v=uY_ywciZUnM)
- Strategic management process - <https://www.youtube.com/watch?v=qGU-etCqbtQ>
- Strategic management process and levels of strategy - <https://www.youtube.com/watch?v=TzcuoTOkPKg>
- Environmental scanning, SWOT and PESTEL analysis <https://www.youtube.com/watch?v=mgY864U-OH0>
- Competitive strength analysis and evaluation - <https://www.youtube.com/watch?v=MIOLtFPYfsE>
- Fundamentals of strategic management - <https://www.youtube.com/watch?v=d2GoZDOXzzw>
- Strategy formulation and implementation - <https://www.youtube.com/watch?v=ZmRK9wc3hjI>
- Basics of planning and strategic management with Vision and Mission statements - <https://www.youtube.com/watch?v=FQLIrmmsHeo>
- Key note on strategy by Michael Porter, Professor, Harvard Business School - <https://www.youtube.com/watch?v=EvvnoNAUPS0>
- Strategic management overview - <https://study.com/academy/topic/strategic-management-overview.html>

<b>QUANTITATIVE METHODS AND ANALYTICS</b>			
Semester	<b>II</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPC526</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>52</b>	Credits	<b>04</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Familiarize the students with concept of data Analytics for Business.</li> <li>2. Impart the knowledge on concepts of statistics in decision making.</li> <li>3. Provide knowledge on concepts of Analytics in data based management.</li> </ol>			
<b>Module 1: Introduction to Quantitative Methods</b>			No. of Hrs: 9
Evolution of OR, Application of OR, Phases in OR, Models of OR Linear programming: Linear Programming Problem (LPP), Generalized LPP - Formulation of LPP, Guidelines for formulation of the linear programming model, Assumption, Linear Programming problem (LPP), optimal and feasible Solutions by graphical method (minimization and maximization).			
<b>Module 2: Decision Tree</b>			No. of Hrs: 10
Job Sequencing- 'n' jobs on 2 machines, 'n' jobs on 3 machines, 'n' jobs on 'm' machines. Sequencing of 2 jobs on 'm' machines. Critical path method to find the expected completion time of a project, determination of floats in networks PERT networks, determining the probability of completing a project, predicting the project's completion time; and Cost analysis in networks.			
<b>Module 3: Transportation Problem</b>			No. of Hrs: 10
Formulation of transportation problem, types, initial basic feasible solution using North-West Corner Rule (NWCR), Least Cost Method (LCM) and Vogel's Approximation method (VAM). Optimality in Transportation problem by Modified Distribution (MODI) method. Unbalanced T.P. Maximization, T.P. Degeneracy in transportation problems, application of transportation problem.			
<b>Module 4 : Theory of Games</b>			No. of Hrs: 12
Definition, Pure Strategy problems, Saddle point, Max-Min and Min-Max criteria, Principle of Dominance, Solution of games with Saddle point. Mixed Strategy problems (Graphical and algebraic methods). Problems on Formulation, Solutions to assignment problems by Hungarian method, Special cases in assignment problems, unbalanced, Maximization assignment problems. Travelling Salesman Problem (TSP). Difference between assignment and T.S.P.			
<b>Module 5: R Programming</b>			No. of Hrs: 11
Introduction to R and R Studio, Basic object types and operations in R, Data Structure, Data import and export, Data manipulation and visualization (Simple graphs and trends), Arithmetic operations and loop, Simple statistical functions.			



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## Course Outcomes:

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

1. Summarize the fundamental concepts of Operations Research.
2. Apply statistical tools for advanced data analysis for insightful data-driven decision-making.
3. Analyze complex business problems utilizing advanced statistical methods for optimal solutions.
4. Apply the theoretical concepts to manage multi-machine and multi-task environments.
5. Analyze data and solve complex decision-making problems in business.

## TEXT BOOKS

1. Anil Maheshwari, “Data Analytics”, 2017, McGaw Hill Education.
2. Camm, Cochran et al, “Essentials of Business Analytics”, 2021, Cengage Publication
3. J.K.Sharma, “Operation research”, 2014, McMillan Publication.

## REFERENCE BOOKS

1. Albright and Winston, “Business Analytics – Data Analysis decision making”, Cengage Publication, 2022
2. James R Evan, “Business Analytics – Methods models and decisions”, 3<sup>rd</sup> Edition, Pearson Publication, 2022
3. U. Dinesh Kumar, Business Analytics – The science of data driven decisionmaking, 2<sup>nd</sup> Edition, Wiley Publication, 2022

## Weblinks:

- Operations Research – Linear programming problems <https://www.youtube.com/watch?v=knZrhVkZ71Q>
- NPTEL course on Introduction to Operations Research [https://onlinecourses.nptel.ac.in/noc20\\_ma23/preview](https://onlinecourses.nptel.ac.in/noc20_ma23/preview)
- Operational Research: The Transformative Discipline for the 21st Century <https://www.youtube.com/watch?v=vuKK3HAOB74>



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<b>SOCIETAL RESEARCH</b>			
Semester	<b>II</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBSE527</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>0:0:4</b>	Exam Hrs	<b>2.5</b>
Total Hrs		Credits	<b>02</b>
<b>Course Learning Objective:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Enable the students to develop research skills.</li> <li>2. Acquaint with the knowledge of societal issues.</li> <li>3. Familiarize data analysis and propose sustainable solutions fostering informed decision making and social responsibility.</li> </ol>			
<b>Chapter 1:</b>			
Introduction, Problem Statement, Title formulation.			
<b>Chapter 2:</b>			
Research objectives, Need for the study and Scope of the study.			
<b>Chapter 3:</b>			
Data collection, Analysis and Interpretation			
<b>Chapter 4:</b>			
Findings, Conclusion and Learning.			
Annexure: Questionnaire, pictures, video links.			
<b>Course Outcomes:</b>			
At the end of the course, the student will be able to:			
<ol style="list-style-type: none"> <li>1. Identify a social phenomenon that needs an intervention</li> <li>2. Apply the relevant research skills and collect data to make informed decision</li> <li>3. Analyze data pertaining to the social phenomenon and identify the trends and pattern</li> <li>4. Arrive at findings and suggestions to address the social phenomenon.</li> </ol>			

<b>EMERGING TECHNOLOGIES AND APPLICATION IN BUSINESS</b>			
Semester	<b>III</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPC601</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>52</b>	Credits	<b>04</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Impart the knowledge of evolution of technologies through Industrial Revolutions.</li> <li>2. Provide an overview of data science as a tool for decision-making in Management.</li> <li>3. Educate about AI, IoT, AR and VR technologies.</li> <li>4. Familiarize the students with other emerging technologies in the field of Management.</li> </ol>			
<b>Module 1: Evolution of Technologies</b>			No. of Hrs: 10
Historical background of the industrial revolution. Introduction to the fourth industrial revolution (IR.4.0); Role of data for emerging technologies; Human to Machine interaction; Future trends in emerging technologies.			
<b>Module 2: Data Science</b>			No. of Hrs: 10
Overview for Data Science; Definition of data and information; Data types and representation; Data Value Chain; Data Acquisition; Data Analysis, Data Curating, Data storage, big data. Data visualization.			
<b>Module 3: Artificial Intelligence (AI) and Internet of Things (IoT)</b>			No. of Hrs: 11
Introduction to AI, Levels of AI, Types of AI, Application of AI in Business and Education. AI tools and platforms. Overview of IoT, working process of IoT, IoT Architecture, Application of IOT at Smart grid, smart city and smart farming.			
<b>Module 4: Augmented Reality (AR) and Virtual Reality (VR)</b>			No. of Hrs: 11
Introduction to AR, VR. Augmented Reality Vs Mixed Reality (MR). Architecture of AR systems. Application of AR systems in Medical Assistance, Entertainment and Education.			
<b>Module 5: Ethics in Technology and Other Emerging Technologies</b>			No. of Hrs: 10
Block Chain Technology, Cloud computing, additive Manufacturing Technology. Ethics and Digital Privacy, Generative AI.			
<b>Course Outcomes:</b>			
At the end of the course, the student will be able to:			
<ol style="list-style-type: none"> <li>1. Describe the technologies applicable in the field of Management.</li> <li>2. Apply the latest developments in the area of technology to support business.</li> <li>3. Compare the differences and similarities in AR, VR and MR technologies.</li> <li>4. Classify appropriate technology and tools for the given managerial task.</li> </ol>			

## TEXTBOOKS

1. Rajendra Akerkar, “Introduction to Artificial Intelligence”, 2<sup>nd</sup> Edition, Eastern Economy Edition, 2014
2. Follet J. “Designing for Emerging Technologies”, O’Reilly Media, 2014
3. Dr Deepak G Kulkarni, Dr. Prayag Gokhale, “Emerging Exponential Technologies”, 1<sup>st</sup> Edition, Himalaya Publishing House, 2020.

## REFERENCE BOOKS:

1. J, Song I, “Emerging Technologies for Emerging Markets”, 14<sup>th</sup> Edition, Springer Singapore, 2014
2. Sadiku M N O, “Emerging Internet-based Technologies”, CRC Press, 2014
3. Del Rosal V, “Emerging Technologies and Future of Work”, Emtechub, 2015

## Weblinks:

1. Introduction to Data Science  
<https://www.youtube.com/watch?v=YUrbUOcZcB8>
2. Artificial Intelligence tutorial for beginners.  
[https://www.youtube.com/watch?v=JMUXmLyrhSk&list=PL9ooVrP1hQOGHNaCT7\\_fwe9AabjZiIRj&index=2](https://www.youtube.com/watch?v=JMUXmLyrhSk&list=PL9ooVrP1hQOGHNaCT7_fwe9AabjZiIRj&index=2)
3. Introduction to Artificial Intelligence  
<https://www.youtube.com/watch?v=K9gH7hBAp0&list=PLEAYkSg4uSQ1p-HFim6-oc2n1ZNK6kWqG>
4. Introduction to Internet of Things  
[https://www.youtube.com/watch?v=WUYAjxnwjU4&list=PLE7VH8RC\\_N3bpVn-e8QzOAHziEgmjQ2qE](https://www.youtube.com/watch?v=WUYAjxnwjU4&list=PLE7VH8RC_N3bpVn-e8QzOAHziEgmjQ2qE)
5. Virtual Reality; Course Mechanics  
<https://www.youtube.com/watch?v=aNC5YMUTcQ4&list=PLbMVogVj5nJSyt80VRXYC-YrAvQuUb6dh>

<b>DIGITAL MARKETING</b>			
Semester	<b>III</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPC602</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>2:0:2</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>50 (26 + 24)</b>	Credits	<b>03</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Impart the knowledge of digital marketing for multiple goals and media strategy.</li> <li>2. Provide an overview of digital marketing channels, and social media.</li> <li>3. Familiarize the students with the latest digital advertisement technologies.</li> </ol>			
<b>Module 1: Introduction</b>			No. of Hrs: 05+08
<p><b>Concept of Digital Marketing</b>, Traditional versus Digital Marketing. Digital Marketing Strategy- The P-O-E-M Framework, Segmenting and Customizing Messages, Digital Landscape. Digital advertising Market in India. Skills required in Digital Marketing, Digital Marketing Plan.</p> <p><b>Laboratory Components:</b></p> <ol style="list-style-type: none"> <li>1. Launch your startup website, Framework for developing a website &amp; landing page, Low and Fidelity design.</li> <li>2. Designing a website using no-code platform and website launch,</li> <li>3. Set up SEO for the website,</li> <li>4. Set up Facebook and Instagram business accounts and create and post 7 days content for the same.</li> </ol>			
<b>Module 2: Search Engine Optimization and Web Analytics</b>			No. of Hrs: 06+06
<p>Concept of search engine optimization (SEO), How search engines work, On Page Optimization, Off Page Optimization, Maintenance- SEO tactics, Google Ads, Pay- Per- Click. Web Analytics-Key concepts-(A/B Test, Behaviour Analysis, Visit, Unique visitors, Click, Bounce rate, Page view.)</p> <p><b>Lab Component:</b></p> <ol style="list-style-type: none"> <li>1. Digital Marketing Plan of any company: develop a comprehensive digital marketing plan for a hypothetical company, Focusing on content marketing, Social media engagement and influencer partnerships.</li> <li>2. Utilize a mix of videos, interactive campaigns, and User-generated content to engage their audience globally.</li> </ol>			
<b>Module 3: Search Engine Advertising and Social Media Marketing</b>			No. of Hrs: 05+06
<p>Understanding Ad Placement, Understanding Ad Ranks, Creating First Ad Campaigns, and Performance Reports.</p> <p>Social Media Marketing: Blogging and Microblogging, Social media marketing-Rules of Engagement, Content Marketing, and Strategy building process, Email Marketing and Process, Steps for recovering from online Brand attack.</p>			

<b>Lab Components:</b>	
<ol style="list-style-type: none"> <li>Search Engine Advertising Campaign of any company: Developing a search engine advertising campaign, PPC campaigns and keyword relevance, Ad copy and launch page experience, High visibility and conversion rates.</li> </ol>	
<b>Module 4: Display Advertising and Online Reputation Management(ORM)</b>	No. of Hrs:06
Concept of Display Advertising, types of display ads, buying models, and display plan Targeting: Contextual, Placement, Remarketing, Interest Categories, Geographic and Language Tagging, Demographics, Mobile, and Other Targeting methods. Programmatic digital advertising. Introduction to the concept of ORM.	
<b>Module 5: Mobile Marketing</b>	No. of Hrs: 04+04
Mobile Advertising- Models and advantages, Mobile Marketing Toolkit, Mobile Marketing features- Location-based services, social marketing on mobile, QR Codes, Augmented Reality, Gamification. Tracking mobile campaigns- Mobile Analytics.	
<b>Lab Components:</b>	
<ol style="list-style-type: none"> <li>SEO and Web Analytics for Moz, audit a website and analyze its important metrics for SEO and website analytics.</li> <li>Exploring comprehensive SEO tools and resources, Conducting website audit,</li> <li>Analyzing important metrics like traffic source, user engagement and conversion rates to improve the search engine ranking.</li> </ol>	
<b>Course Outcomes:</b>	
At the end of the course, the student will be able to:	
<ol style="list-style-type: none"> <li>Relate the knowledge of Digital Marketing Channels for business development.</li> <li>Make use of the facets of Search Engine Optimization technique to enhance brand visibility.</li> <li>Apply digital marketing strategies for measuring and improving digital media effectiveness.</li> <li>Apply a Mobile Marketing Plan with its various components</li> </ol>	
<b>TEXTBOOKS</b>	
<ol style="list-style-type: none"> <li>Puneet Bhatia “Fundamentals of Digital Marketing”, 2<sup>nd</sup> Edition, Pearson, 2014</li> <li>Seema Gupta “Digital Marketing”, McGraw Hill Education, 2017</li> </ol>	
<b>REFERENCE BOOKS</b>	
<ol style="list-style-type: none"> <li>Philip Kotler, Hermawan Kartajaya, IwanSetiawan, “Marketing 4.0: Moving from Traditional to Digital”, Wiley 2017</li> <li>Tracy L Tuten, Michael R Solomon, “Social Media Marketing”, 3<sup>rd</sup> Edition, Sage Publications, 2020.</li> </ol>	
<b>Weblinks:</b>	
<ol style="list-style-type: none"> <li>Ad auction <a href="https://www.youtube.com/watch?v=vreJJ8_tDsw">https://www.youtube.com/watch?v=vreJJ8_tDsw</a></li> <li>Keyword bidding <a href="https://www.youtube.com/watch?v=SZV_J92fY_I">https://www.youtube.com/watch?v=SZV_J92fY_I</a></li> <li>Display Advertising <a href="https://www.youtube.com/watch?v=qzLdig9WW_o">https://www.youtube.com/watch?v=qzLdig9WW_o</a></li> <li>SEO tactics <a href="https://www.searchenginejournal.com/white-hat-vs-black-hat-vs-gray-hat-seo/365142/">https://www.searchenginejournal.com/white-hat-vs-black-hat-vs-gray-hat-seo/365142/</a></li> </ol>	



<b>SALES AND SERVICES MARKETING</b>			
Semester	<b>III</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPC603</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>52</b>	Credits	<b>04</b>
<b>Course Learning Objectives:</b> This course is designed to			
<ol style="list-style-type: none"> <li>1. Provide an overview of concepts, techniques, and approaches of Sales Management.</li> <li>2. Impart industry-relevant selling skill sets to execute sales effectively.</li> <li>3. Impart the knowledge of SERVQUAL Model for solving the service industry problems.</li> <li>4. Familiarize the students in identifying service gaps and solutions for the same.</li> </ol>			
<b>Module 1: Introduction to Sales Management</b>			No. of Hrs: 10
<p><b>Introduction to Sales Management:</b> Meaning, sales organizations, qualities and responsibilities of sales manager, Selling skills &amp; selling strategies, Selling situations, Personal Selling: Meaning, selling process, sales presentation, Handling customer objections, Follow-up action. Cross-Selling and Up-Selling,</p> <p><b>Management of Sales Territory &amp; Sales Quota:</b> Sales territory, meaning, size, designing, sales quota, procedure for sales quota. Types of sales quotas, Methods of setting sales Quota.</p> <p><b>Sales force Recruitment, Motivation and Compensation:</b> Recruitment and selection of sales force, Training of sales force. Compensation means, Types of compensation plans, and evaluation of the sales force by performance and appraisal process, case studies.</p>			
<b>Module 2: Retailing and Sales Channels</b>			No. of Hrs: 10
<p><b>Retailing:</b> The basic concept of retailing, types of retailers, multi-channel retailing, organized retailing in India, services retailing, Retailing: Role, Relevance, and Trends, Retail organization, Retail Merchandise management, Store Management,</p> <p><b>Retail Sale Channels:</b> Carrying and Forwarding Agents, Wholesalers, Dealers, Retailers, and Franchisees. E-commerce, B2B, B2C, D2C concepts, Modern Trade (MT) and General Trade (GT). Pricing: Trade Price, Price to Stockiest, and Price to Retailer.</p> <p><b>Retail &amp; Sales Metrics:</b> Target Achievement in volume &amp; value, incremental Growth, Per Capita Per Month (PCPM), Year To Date (YTD), Year Over Year growth (YOY), Moving Annual Total (MAT), Market Share. Sales per square foot, Gross Margin, Return on Investment, case study.</p>			
<b>Module 3: Introduction to Service Marketing</b>			No. of Hrs: 10
<p><b>Introduction to Service Marketing:</b> Meaning and Definition of Services Marketing, Reasons for the growth of the services sector and its contribution; difference in goods and service marketing; characteristics of services; concept of service marketing triangle; service marketing mix.</p> <p><b>Consumer behaviour in services:</b> Consumer expectation of services, Zone of tolerance, Factors influencing customer expectation of services. Customer perception of services, Factors affecting customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception, case study.</p>			

<b>Module 4: GAP model of Service Quality</b>	No. of Hrs: 10
<p>Key reasons for gap using marketing research to understand customer expectation, building customer relationship through retention strategies, Evaluation Of customer relationships, Benefits of customer relationships, levels of retention strategies, Market Segmentation-Basis &amp; targeting in services. “Hard &amp; Soft” standards. Key reasons for GAP-2, service leadership.</p> <p><b>Boundary spanning roles:</b> Emotional labour, Source of conflict, Quality- productivity trade-off, Strategies for closing GAP3, case study.</p>	
<b>Module 5: Customer’s Role in Service Delivery</b>	No. of Hrs: 12
<p>Importance of customer &amp; customer’s role in service delivery, Key reasons for GAP 4 involving communication, four categories of strategies to match service promises with delivery.</p> <p><b>Pricing of services:</b> Role of price and value in provider GAP 4, Role of non-monitory cost, Price as an indicator of service quality–Approaches to pricing services, pricing strategies, Key intermediaries for service delivery, Intermediary control strategies. Role of services marketing communication, SERVQUAL Model.</p> <p><b>Physical evidence in services:</b> Importance and Elements of Physical Evidence, Physical Evidence Strategies. servicescapes: Types of Servicescapes-Objectives and Goals of servicescapes, Role of servicescapes, Framework for understanding Servicescapes &amp; its impact on behavior-Guidance for physical evidence strategies, CRM in Services, case study.</p>	
<p><b>Course Outcomes:</b></p> <p>At the end of the course, the student will be able to:</p> <ol style="list-style-type: none"> <li>1. Summarize the concept of sales techniques in B2B, Retail, and B2C organizations.</li> <li>2. Identify retail strategies and retail sales channels to improve productivity.</li> <li>3. Apply the knowledge of service characteristics and consumer behaviour in service sectors.</li> <li>4. Apply the GAP model to know service quality deficiency and improve service delivery.</li> <li>5. Analyze the customer role in service delivery to enhance CRM strategies</li> </ol>	
<p><b>TEXTBOOKS</b></p> <ol style="list-style-type: none"> <li>1. Tapan K. Panda &amp; Sunil Sahadev, “Sales &amp; Distribution Management”, 3<sup>rd</sup>Edition, Oxford University Press, 2019.</li> <li>2. Richard R. Still, Edward W. Cundiff, Norman A. P. Govoni, “Sales and Distribution Management”, 6<sup>th</sup>Edition, Pearson Publication, 2017</li> <li>3. Valarie A. Zeithmal, Mary JoBitner, Dwanye D. Gremler, Ajay Pandit, “Services Marketing”, 6<sup>th</sup>Edition,McGraw Hill, 2018.</li> </ol>	
<p><b>REFERENCE BOOKS</b></p> <ol style="list-style-type: none"> <li>1. Charles, Futrell, “Sales Management”,6<sup>th</sup> Edition, Thomson South-Western, 2003.</li> <li>2. Krishna K. Havaldar and Vasant M. Cavale, “Sales and Distribution Management: Text and Cases”, 2<sup>nd</sup>Edition,McGraw Hill, 2011</li> <li>3. Parasuraman, “Services Marketing” Sage Publications,2018</li> <li>4. Christopher Lovelock, JochenWirtz, and Patricia Chew “Services Marketing: An Asia-Pacific and Australian Perspective”, 4<sup>th</sup>Edition,Pearson, 2012</li> </ol>	
<p><b>Weblinks:</b></p> <ol style="list-style-type: none"> <li>1. Introduction to Sales Management: <a href="#">SALES MANAGEMENT Download ( 262 Pages   Free ) (pdfdrive.com)</a></li> <li>2. Video on GAP Models: <a href="https://www.youtube.com/watch?v=wW62pR6ftYE">https://www.youtube.com/watch?v=wW62pR6ftYE</a></li> </ol>	

<b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>			
Semester	<b>III</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE611</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>3:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>42</b>	Credits	<b>03</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Impart the knowledge about financial instruments and investment avenues.</li> <li>2. Impart the knowledge about security risk and return analysis tools.</li> <li>3. Provide an overview about computation of valuation of various securities.</li> <li>4. Acquaint with the knowledge of building diversified portfolio.</li> <li>5. Familiarize the portfolio construction and management techniques.</li> </ol>			
<b>Module 1: Introduction to Investment</b>			No. of Hrs: 06
Investment Avenues, Attributes, Investor V/s speculator, Investment Process. Financial Instruments-Capital Market Instruments, Securities Market-Trading & Settlement Procedure, Fundamental analysis using EIC model, technical analysis and the concept of market efficiency			
<b>Case study:</b> A case of investment in stock market failures and success			
<b>Module 2: Risk and Return Concepts</b>			No. of Hrs: 10
Concept of risk- causes of risk, types of risk- systematic risk and unsystematic risk. Concept of diversifiable risk and non-diversifiable risk. Calculation of return and risk of individual security & portfolio			
<b>Case study:</b> A case on inflated financial statement and its impact on investors			
<b>Module 3: Valuation of Securities</b>			No. of Hrs: 08
Bond valuation, yield to maturity (YTM), yield to call (YTC), bond duration and bond management strategies. Preference shares and equity shares concept and valuation-dividend valuation models, P/E ratio valuation model.			
<b>Module 4: Modern Portfolio Theory</b>			No. of Hrs: 10
Markowitz Model- Diversification, Portfolio Return, Portfolio Risk, Efficient Frontier. Sharpe's Single Index Model, Capital Asset Pricing Model, Capital Market Line, Security Market Line, CML V/s SML. Sharpe's Optimum Portfolio Construction.			
<b>Case study:</b> Case on Barings bank			
<b>Module 5: Portfolio Management Strategies &amp; Performance Evaluation</b>			No. of Hrs: 08
Portfolio Management Strategies: active and passive Portfolio Management strategy. Portfolio Revision: Portfolio Revision Strategies Portfolio Performance Evaluation: Measures of portfolio performance.			
<b>Course Outcomes:</b>			
At the end of the course, the student will be able to:			
<ol style="list-style-type: none"> <li>1. Make use of investment avenues and market indicators to know investment opportunities.</li> <li>2. Analyze types of risk to calculate return and risk to enhance investment decision making.</li> <li>3. Apply investment strategies for optimizing returns</li> <li>4. Utilize dividend valuation models for dividend decisions</li> <li>5. Analyze portfolio management techniques to construct optimal investment portfolios.</li> </ol>			



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## TEXT BOOKS

1. S Kevin “Security Analysis & Portfolio Management”, 3<sup>rd</sup> Edition, Tata McGraw Hill, 2014
2. Fisher and Jordan, “Security Analysis & Portfolio Management”, 7<sup>th</sup> Edition, Pearson, 2018.
3. Prasanna Chandra, “Investment Analysis and Portfolio management”, 3<sup>rd</sup> Edition, Tata McGraw Hill, 2010.

## REFERENCE BOOKS

1. Punithavathy Pandian, “Security Analysis & Portfolio Management”, 2<sup>nd</sup> Edition, Vikas Publications, 2018
2. Bhalla V.K, “Investment management “Security Analysis and & Portfolio Management”, 19<sup>th</sup> Edition, Vikas publications, 2018.

## Weblinks:

1. Net asset values of mutual funds in India:  
<https://www.amfiindia.com/net-asset-value>
2. Yahoo finance a website from which students can download the stock prices:  
<https://finance.yahoo.com/>
3. National institute of securities markets (NISM):  
<https://www.nism.ac.in/>

<b>BEHAVIORAL FINANCE</b>			
Semester	<b>III</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE612</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>3:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>42</b>	Credits	<b>03</b>
<b>Course Learning Objectives:</b>			
This course is designed to:			
<ol style="list-style-type: none"> <li>1. Provide knowledge of behavioural psychology and its outcomes</li> <li>2. Impart the knowledge of fundamental concepts of financial market analysis</li> <li>3. Impart the essential knowledge about Behavioural biases and acquire a creative solution.</li> <li>4. Familiarize the students with the investor's psychology for simulation of investment avenues.</li> </ol>			
<b>Module 1: Introduction to Behavioural Finance</b>			No. of Hrs: 06
<p><b>Rational Markets Hypothesis:</b> Intellectual Underpinnings, The Rise of the Rational Markets Hypothesis, Impact on Wall Street and the Corporates, The Challenge of Behaviorists, Synthesis and Future Horizons</p> <p>Psychology and market people – Understanding investor psychology and their types. Investors, portfolio managers, analysts, a rationale, bounded rationality in real market conditions. Decision-making process by an investor and behavioral biases. Case studies.</p>			
<b>Module 2: Efficient market hypothesis &amp; Failing EMH</b>			No. of Hrs: 08
<p>Theoretical Foundations of the EMH. Empirical Support for the EMH. Forms of EMH. Market efficiency. Theoretical Challenges to the EMH. Empirical Challenges to the EMH. An Assessment of EMH. Case studies.</p>			
<b>Module 3: Behavioral Aspects of Investing</b>			No. of Hrs: 12
<p><b>Investor Behaviour-</b> portrait of an individual investor, the heuristics and biases mean for financial decision making, implications of overconfidence for decision making, behavioral portfolio theory, psychographic models, basic ingredients of a sound investment philosophy, guidelines for overcoming psychological biases.</p> <p>Market Outcomes, Size Effect and Seasonality, Momentum and Reversal, Post-Earnings Announcement Drift, The Value Premium, The Equity Premium Puzzle, Excessive Volatility, Bubbles, Behavioral Asset Pricing Model.</p> <p><b>Value Investing:</b> Central Tenets of Value Investing, Evidence and Prospects of Value Investing, Strategies of Some Well-Known Value Investors, Academic Research on Value Investing. Case studies.</p>			
<b>Module 4: Behavioural Corporate Finance</b>			No. of Hrs: 08
<p><b>Behavioural Corporate Finance:</b> Rational Managers with Irrational Investors Approach, Valuation, Capital Budgeting, Capital Structure, Dividend Policy, Mergers and Acquisitions (M&amp;A), Agency Conflicts and Corporate Governance.</p> <p><b>Building a Smart Organization:</b> Challenges in Building a Psychologically Smart Organization: Accounting, Financial Planning, Incentives, Information Sharing, Group Processes, Improving Organizational Decision-Making Process.</p>			

<b>Module 5: Contemporary Issues</b>	No. of Hrs: 08
<p><b>Methods to overcome behavioural biases:</b> Anchoring effect, Bandwagon bias, Confirmation bias and Halo Effect and Company Performance.</p> <p><b>Wisdom of Crowds:</b> Power of Law, Performance in Stock Market, Stock Market as a Complex Adaptive Systems, Evolutionary Analogy, Animal Spirits, From Homo Economics to Homo Sapiens, Flaws of Finance, The Clash of Cultures.</p>	
<p><b>Course Outcomes:</b> At the end of the course, the student will be able to:</p> <ol style="list-style-type: none"> <li>1. Summarize the fundamental concepts of Behavioural psychology.</li> <li>2. Apply financial market analysis for efficient market hypothesis.</li> <li>3. Make use of asset pricing models for different psychological situations.</li> <li>4. Apply heuristics and behavioural biases of investors to empirical evidence.</li> <li>5. Apply Behavioural finance theories for overcoming investor biases.</li> </ol>	
<p><b>TEXT BOOKS</b></p> <ol style="list-style-type: none"> <li>1. Prasanna Chandra, “Behavioural Finance”. 2<sup>nd</sup> Edition, Tata McGraw Hill, 2020.</li> <li>2. John R. Nofsinger, “Psychology of Investing” 6<sup>th</sup> Edition, Taylor and Francis, 2017</li> </ol>	
<p><b>REFERENCE BOOKS</b></p> <ol style="list-style-type: none"> <li>1. Michael M. Pompian, “Behavioral Finance and Your Portfolio: A Navigation Guide for Building Wealth” Wiley Publication, 2021</li> <li>2. Parikh Parag, “Value Investing and Behavioral Finance” 1st Edition, Tata McGraw Hill, 2023</li> </ol>	
<p><b>Weblinks:</b></p> <ol style="list-style-type: none"> <li>1. behavioral finance an overview by Prasanna Chandra <a href="https://www.youtube.com/watch?v=CBGh7o39D9E">https://www.youtube.com/watch?v=CBGh7o39D9E</a></li> <li>2. behavioral finance: Success and Failure Lecture by Parag Parikh <a href="https://www.youtube.com/watch?v=oj7l_0Moxs8&amp;list=PLqx4a7dx1HwAKXkFL8K1rwVPWnBk6_AXi">https://www.youtube.com/watch?v=oj7l_0Moxs8&amp;list=PLqx4a7dx1HwAKXkFL8K1rwVPWnBk6_AXi</a></li> </ol>	



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<b>RISK MANAGEMENT AND INSURANCE</b>			
Semester	<b>III</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE613</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>3:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>42</b>	Credits	<b>03</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Provide knowledge about different concepts of risk and Insurance.</li> <li>2. Provide the basic knowledge of the risk identification and measurement.</li> <li>3. Acquaint about the role of Life Insurance in risk management</li> <li>4. Familiarize the concept of General insurance.</li> </ol>			
<b>Module 1: Introduction to Risk Management</b>			No. of Hrs: 7
Types of Risk-Burden of Risk-Sources of Risk-Methods of handling Risk-Degree of Risk. Risk identification- Risk and uncertainty. Business Risk Exposures-Individual Exposures-Exposures of Physical Assets -Exposures of Financial Assets -Exposures of Human Assets - Exposures to Legal Liability – Exposure to Work-Related Injury.			
<b>Module 2: Risk Measurement</b>			No. of Hrs: 8
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, case studies.			
<b>Module 3: Introduction to Insurance</b>			No. of Hrs: 9
Risk and Insurance- Definition and Basic Characteristics of Insurance-Requirements of an insurable Risk-Adverse Selection and Insurance-Insurance vs. Gambling, Insurance vs. Hedging Types of Insurance-Essentials of Insurance Contracts. Indian Insurance Industry -Historical Framework of Insurance, Insurance sector Reforms in India. IRDA-Duties and powers of IRDA-IRDA Act 1999.			
<b>Module 4: Life Insurance</b>			No. of Hrs: 8
Growth of Actuarial Science-Features of Life Insurance-Life. Insurance Contract-Life Insurance Documents-Insurance Premium Calculations. Life Insurance. Classification-Classification on the Basis – Duration-Premium Payment Participation in Profit-Number of Persons Assured-Payment of Policy Amount-Money Back Policies-Module Linked Plans. Annuities-Need of Annuity Contracts, Annuity V/s Life Insurance, Classification of Annuities, case studies.			
<b>Module 5: General Insurance</b>			No. of Hrs: 10
Laws Related to General Insurance-General Insurance Contract-General Insurance Corporation (GIC). Health Insurance-Individual Medical Expense Insurance – Long Term Care Coverage – Disability Income Insurance – Medi-claim Policy – Group Medi-claim Policy – Personal Accident Policy – Child Welfare Policy-Employee Group Insurance – Features of Group Health Insurance – Group Availability Plan. Fire Insurance-Essentials of Fire Insurance Contracts, Types of Fire Insurance Policies, Fire Insurance Coverage. Marine Insurance-Types of Marine Insurance – Marine			



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Insurance, principles, Important Clauses in Marine Insurance– Marine Insurance Policies –Marine Risks-Clauses in Marine Policy. Motor Vehicles Insurance-Need for Motor Insurance, Types of Motor Insurance, Factors to be considered for Premium Fixing.

## Course Outcomes:

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

1. Summarize various concepts of Risk and Insurance
2. Describe the principles and regulations governing insurance.
3. Apply the process of identifying and measuring the risk.
4. Apply the knowledge of life insurance contracts to manage risk.
5. Apply the knowledge of general insurance contracts to manage risk.

## TEXT BOOKS

1. George E Rejda, “Principles of Risk Management and Insurance”, 13<sup>th</sup> Edition, Pearson, 2017
2. Gregory R Niehaus, Scott E. Harrington, “Risk Management and Insurance”, 2<sup>nd</sup> Edition, TMH, 2017.

## REFERENCE BOOKS

1. Dorfman, Mark S., “Introduction to Risk Management and Insurance”, 10<sup>th</sup> Edition, Prentice Hall India, 2012
2. P.K. Gupta, “Insurance and Risk Management”, 1<sup>st</sup> Edition Himalaya, 2022

## Weblinks:

- Risk Management with real world examples  
<https://www.youtube.com/watch?app=desktop&v=cXAqQ7ofdHw>
- Role of insurance in risk management  
<https://www.youtube.com/watch?app=desktop&v=dVuduWgOH20>
- Life insurance and how to choose best policy  
<https://www.youtube.com/watch?v=0l-Zx64a6Us>
- General insurance features and benefits  
<https://www.youtube.com/watch?v=vQfq9TE7zFk>





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RECRUITMENT AND SELECTION			
Semester	<b>III</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE614</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week(L:T:P)	<b>3:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>42</b>	Credits	<b>03</b>
<p><b>Course Learning Objectives:</b>            This course is designed to</p> <ol style="list-style-type: none"> <li>1. Provide knowledge on theories and various steps involved in Recruitment and Selection.</li> <li>2. Enable students to solve the workplace problems through Recruitment and Selection process.</li> <li>3. Equip students to design and develop framework in dealing with organizational problems.</li> <li>4. Familiarize to different approaches of Recruitment and Selection framework.</li> </ol>			
<b>Module 1: Resource Planning and Recruitment Analytics</b>			No of Hrs: 06
Concept of Work, Organization's Work and Jobs; Millennial at the work place; Key Characteristics of Millennial; Types of Millennial; Strategic Issues in Recruitment; What make Bad Recruitment; Overview of the Hiring Process; Recruitment Metrics; Factors Affecting Recruitment; Recruitment Strategy: An Internal Approach; Recruitment Strategy: An External Approach.			
<b>Module 2: Job Analysis, Job Description and Job Design</b>			No of Hrs: 08
<p><b>Job Analysis:</b> Identify the Job to Examine; Determine Appropriate Information Sources and Collect Job-Related Data;</p> <p><b>Job Description:</b> Competency and Competency Ice Berg Model; Why Competency Based Recruitment; Sources of Recruitment; Different steps of job search; Motivational Job Specification;</p> <p><b>Job Design:</b> Design and Job Advertisement and Calculate the Cost; Paper Print mode; Social Media Formalities.</p>			
<b>Module 3: Job Evaluation, Selection and Interview Strategy</b>			No of Hrs: 10
<p><b>Job Evaluation:</b> The Job Evaluation Process; Obtain Job KSAOs, Qualifications, Working Conditions, and Essential Duties; Examine Compensable Factors Using the Rating/Weighting Evaluation Method; Determine Overall Job Value; Hay Group—Pioneer in Job Evaluation; Determining Compensation using Job Evaluation Data.</p> <p><b>Selection and Interview Strategy:</b> Interview Strategy and Process; Millennials shaping the Recruitment landscape in the organizations; Strategies for recruiting and selecting Generation Y into the workforce Developing Effective Interviewers; Interviewing Techniques; The overall BEI Process; Assessment Centre's; Simulations.</p>			
<b>Module 4: Personality Testing and Assessment</b>			No of Hrs: 10
Testing in Occupational Selection; Test related to Assessment of knowledge, Skills, and Abilities; Personality Assessment; The Birkman method and MBTI® comparison; FIRO-B; Honesty and Integrity Assessment. Various Non-Interviewing Methods; Graphology; Skills Assessment; Administration of Tests and Assessments.			



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<b>Module 5: Making the Hire; Assessment of Candidate and Job Fit</b>	No of Hrs: 08
Unique Recruitment strategies, Biodata and Application Forms, Implications of Using Social Media content in Hiring Decisions, Background Checks, Reference Checks, Pre-employment Testing, Making a Job Offer, Transitioning from Job Candidate to Employee, Induction, Placement.	
<b>Course Outcomes:</b> At the end of the course, the student will be able to:  <ol style="list-style-type: none"><li>1. Summarize various principles and practices of recruitment and selection.</li><li>2. Apply Knowledge of various recruitment frameworks and approaches to solve business problems.</li><li>3. Utilize personality tests for candidate assessment to build a competent workforce.</li><li>4. Apply job analysis and job evaluation process to retain a talented workforce.</li><li>5. Apply unique recruitment strategies for effective hiring.</li></ol>	
<b>TEXT BOOKS</b> <ol style="list-style-type: none"><li>1. Rohtak “How to Recruit, Incentives and Retain Millennials.” Sage Publications, 2021</li><li>2. Carrie A. Picardi, “Recruitment and Selection- Strategies for Workforce Planning &amp; Assessment”, 1<sup>st</sup> Edition, Sage Publication, 2019.</li></ol>	
<b>REFERENCE BOOKS</b> <ol style="list-style-type: none"><li>1. Amitabha Sengupta “Human Resource Management.” 1<sup>st</sup> Edition, Sage Publication, 2018.</li><li>2. R. C. Sharma Human “Resource Management.” 1<sup>st</sup> Edition, Sage Publication, 2019.</li></ol>	
<b>Web links:</b> <ol style="list-style-type: none"><li>1. Employee Recruitment, Selection, and Assessment: <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>2. Recruitment and selection: <a href="https://asiajobsinc.com/ebook/1202894721.pdf">https://asiajobsinc.com/ebook/1202894721.pdf</a></li><li>3. Open access research paper related to Recruitment and selection: <a href="https://core.ac.uk/download/pdf/29818879.pdf">https://core.ac.uk/download/pdf/29818879.pdf</a></li><li>4. Lecture on recruitment and selection: <a href="https://www.youtube.com/watch?v=NcGtVXmcfTQ">https://www.youtube.com/watch?v=NcGtVXmcfTQ</a></li></ol>	



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<b>ORGANIZATIONAL CHANGE AND DEVELOPMENT</b>			
Semester	<b>III</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE615</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>3:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>42</b>	Credits	<b>03</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Impart the concepts of organizational change and development.</li> <li>2. Familiarize the students with the relevance and importance of organizational change.</li> <li>3. Acquaint the knowledge of work place effectiveness.</li> <li>4. Provide the applicability of the processes and practices to be followed in an organization.</li> <li>5. Deliver Change intervention and process required to manage the organization.</li> </ol>			
<b>Module 1: Introduction</b>			No. of Hrs: 06
Changing organizations: defining organizational change, the implications of worldwide trends for change management, four types of organizational change, planned changes and intended results, organization change roles, change initiators, change implementers, change facilitators, change recipients, the requirements for becoming a successful change leader.			
<b>Module 2: Building and Energizing the Need for Change</b>			No. of Hrs: 10
Levels and characteristics of organizational change, models of organizational change, systems theory and social construction approaches, the organizations' readiness for change, creating awareness of the need for change, factors that block people from recognizing the need for change, creating a powerful vision for change, the difference between an organizational vision and a change vision.			
<b>Module 3: Measuring Change: Designing Effective Control Systems</b>			No. of Hrs: 08
Using control processes to facilitate change, selecting and deploying measures, use measures that lead to challenging but achievable goals, use measures and controls that are perceived as fair and appropriate, ensure accurate data, control systems and change management, controls during design and early stages of the change project, measurement tools to use in change process, strategy maps, the balanced scorecard, organizational change agent, orienting yourself to organization change, data gathering, diagnosis and feedback.			
<b>Module 4 : Models of Change</b>			No. of Hrs:10
Kurt Lewin's Three-step Model, Six-box Model of Marvin Weisbord, The McKinsey 7-S Model, Huse's Model of Planned Organizational Change, Action Research Model, David Nadler and Michael Tushman Model, Porras and Silvers Model, Burke-Litwin Causal Model, John Kotter's Eight-step Theory , Managing Change with ADKAR Model, Integrated Model of Change.			

<b>Module 5: Organization Development (OD)</b>	No. of Hrs: 08
<p>Concept of OD, History of OD, Laboratory Training and T-Groups Action Research and Survey Feedback, Values Important to the OD Practitioner, Core Values of O D, Changes to OD Values.</p> <p>The OD Consulting Process and Action Research, Data Gathering - Data Gathering Methods and Process, Ethical Issues with Data Gathering, Diagnosis and Feedback, assessment, Ethical Issues With Diagnosis and Giving Feedback, OD Intervention-Team Interventions, Communication in OD process.</p>	
<p><b>Course Outcomes:</b> At the end of the course, the student will be able to:</p> <ol style="list-style-type: none"> <li>1. Summarize the concept of change management and organizational development process.</li> <li>2. Apply the change management models to Organizational Development</li> <li>3. Apply the aspects of organizational development to private and public sectors in India.</li> <li>4. Identify Organizational Change and Development process, practiced in an organization.</li> <li>5. Summarize OD interventions to implement changes in the organization.</li> </ol>	
<p><b>TEXT BOOKS</b></p> <ol style="list-style-type: none"> <li>1. Ratan Raina “Change Management and Organizational Development”, 1st Edition, SAGE Texts 2018</li> <li>2. Gene Deszca, Cynthia Ingols, Tupper F. Cawsey “Organizational Change-An Action Oriented Tool kit”, SAGE Publications, Inc 2011.</li> <li>3. Donald L. Anderson, “Organization Development: The process of Leading Organizational Change” 2nd Edition, Sage Publication India Pvt. Ltd. 2012.</li> </ol>	
<p><b>REFERENCE BOOKS</b></p> <ol style="list-style-type: none"> <li>1. F.Cawsey, GeneDeszca, “Tool kit for Organizational Change”, SAGE Text, 2007</li> <li>2. Donald L. Anderson and Tupper F. Cawsey, “Organization Development and Organizational Change” 1st Edition, SAGE Publications, 2014.</li> </ol>	
<p><b>Weblinks:</b></p> <ol style="list-style-type: none"> <li>1. Understanding rewards and change management: <a href="https://hr-gazette.com/total-rewards-and-compensation-understanding - the essentials/">https://hr-gazette.com/total-rewards-and-compensation-understanding - the essentials/</a></li> <li>2. Organizational Development: <a href="https://www.youtube.com/watch?v=X5JwzQfuumQ">https://www.youtube.com/watch?v=X5JwzQfuumQ</a></li> <li>3. Models of Change: <a href="https://www.youtube.com/watch?v=g4AGhGehhsc">https://www.youtube.com/watch?v=g4AGhGehhsc</a></li> </ol>	



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<b>HUMAN RESOURCE AUDIT</b>			
Semester	<b>III</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE616</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>3:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>42</b>	Credits	<b>03</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Impart knowledge and practical experience in understanding the HR audit.</li> <li>2. Acquaint with the correlation of the strategic approaches to HR Audit aspects</li> <li>3. Familiarize HR Audit concepts, policies and practices with the contemporary issues in the organization</li> </ol>			
<b>Module 1: Human Resource Development(HRD)</b>			No. of Hrs: 08
HRD – Strategies and Systems; HR as Strategic Partner; need for HR Accounting and HR Auditing; Good Industrial Relation Index; Components of HRD Audit; HR Policies and Practices; Elements of good HRD; Role of HR Manager in HRD.			
<b>Module 2: Human Resource Audit</b>			No. of Hrs: 07
The Audit System need, Advantage and Challenges, basic concepts and components, understanding the concept of HR audit, Identifying goal of HR audit, Forming Audit team, approaches to measuring HR, audit strategies, benefits of HR audit, process, preparation of audit report, methodology of conducting audit, documents for HR audit, competency required for HR audit.			
<b>Module 3: Areas for HR Audit</b>			No. of Hrs: 10
Audit of HR Planning, Training and Development, Industrial Relations, managerial compliance and Corporate strategies, culture, quality, communication, competencies, HR Information System, measuring impact of HR policies on the corporate goals, Creating HR Dashboard and Metric.			
<b>Module 4: HR Audit process</b>			No. of Hrs: 10
Audit Methodology- planning questions; interview; observation; questionnaire; collecting audit data; analysing and interpreting data; assessing Organization ability to change; action plan; audit report; developing credibility of HR Dept, Internal - External Audit, Attitude Survey, Job Satisfaction Survey, Approaches to HR Audit - Cooperative approach, Outside authority approach, Statistical approach and Compliance approach.			
<b>Module 5: HR Scorecard approach</b>			No. of Hrs: 07
Measuring business impact; Components of HR scorecard, usage of HR Scorecard for Audit, Measuring HR effectiveness through HR Scorecard, Balanced Scorecard, HR Research, HRD Audit as OD Intervention.			



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## Course Outcomes:

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

1. Summarize various HR Audit approaches adopted in the Organization.
2. Apply HR Audit methods to the real world scenarios.
3. Identify HR Audit practices followed in the organization.
4. Apply the audit policies and strategies to match the goals of the organization.

## TEXT BOOKS

1. T V Rao, "HRD Audit: Evaluating the Human Resource Function for Business Improvement" 2<sup>nd</sup> Edition, Sage Publications, 2014.
2. Durdana Ovais Rajni Gyanchandani, "HR Audit", 1<sup>st</sup> Edition, Everest Publishing House, 2017

## REFERENCE BOOKS

1. John McConnell. "Auditing Your Human Resources Department" 2<sup>nd</sup> Edition, AMACOM, 2011
2. Vanessa Nelson "7 Easy Steps to Conduct a Human Resources Audit and Protect Your Company" 1<sup>st</sup> Edition Lulu Publication, 2016

## Weblinks:

- Manpower Planning- <https://youtu.be/hHE4ilceiXs>
- Performance Appraisal- [https://youtu.be/vXgt9yASs\\_k](https://youtu.be/vXgt9yASs_k)
- HRM practices- <https://youtu.be/e1F3xnF5LKg>
- HR Trends- <https://youtu.be/4Kr0VpM14LI>
- Effective Performance Appraisal System- <https://youtu.be/9j9u-wdIE8c>
- Compensation - <https://youtu.be/c75U2xofWEM>

<b>FOUNDATIONS OF BUSINESS ANALYTICS</b>			
Semester	<b>III</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE617</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>2:0:2</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>50 (26+24)</b>	Credits	<b>03</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Impart the knowledge of the basics of analytics and its importance in business decision making.</li> <li>2. Provide the basic programming techniques to perform data analysis.</li> <li>3. Acquaint with the basics of database systems and learn framing SQL queries.</li> <li>4. Familiarize with descriptive data analytics and data transformation.</li> </ol>			
<b>Module 1: Introduction to Business Analytics</b>			No. of Hrs: 10
Business Analytics- meaning, evolution and scope; Need for data-driven decision making, Real-world Applications of Business Analytics across various industry verticals; Types of Business Analytics; Overview of Analytical cycle; Skills required for Successful Business Analytics Professional - Understand BA roles and Responsibilities; Popular Business Analytics Tools – MS Excel, R, SPSS, MS Power BI, Tableau, Python Libraries.			
<b>Module 2: Descriptive data analytics with Spread sheets</b>			No. of Hrs.: 6+6
Excel charts – Histograms, Bar and pie charts, multi-category bar charts, Box plots, pair plots, scatter plots, plotting mathematical expressions, Matrix plots, and heat maps. Data analysis using Pivot tables - Power Pivot, Descriptive statistics and data distributions, Simple Hypothesis testing and linear regression.			
<b>Lab Components:</b>			
<ol style="list-style-type: none"> <li>1. Generate histograms, Bar and pie charts, multi-category bar charts, Box plots, pair plots, scatter plots, Matrix plots, and heat maps using MS Excel.</li> </ol>			
<b>Module 3: Data Transformation</b>			No. of Hrs: 6+6
Power Query, Importing and combining data from different sources such as files, web and databases; data clean up, formatting, handling missing and duplicate values; splitting, merging and aggregating data.			
<b>Lab Component:</b>			
<ol style="list-style-type: none"> <li>1. Extract, transform and load through power query</li> </ol>			
<b>Module 4: Introduction to data analysis</b>			No. of Hrs: 2+6
Introduction to Python libraries – Numpy, Pandas, Matplotlib; Data structures in pandas – Series and Data Frames, creation of data frames from dictionary of series and text/CSV files, operations on row and columns, joining/merging/concatenation of data frames, exporting data from data frame to csv files. Data frame operations – Aggregation, group by and sorting; Descriptive statistics using Pandas.			
<b>Lab Component:</b> 1. Join/merge/concatenate data frames in Pandas.			
<b>Module 5: Introduction to DBMS and SQL</b>			No. of Hrs: 2+6
Introduction, Database Environment, Working of a Simple Centralized Database System, Properties of Database, Traditional File System vs. Modern Database Management Systems, Types of Data base users, Advantages of using DBMS, Applications of traditional Database. Overview of SQL, Basic Queries			



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## Lab Component:

1. DDL(create/update/delete tables) and DML (select, insert, update and delete) queries in SQL

## Course Outcomes:

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

1. Summarize the basics of analytics and its importance in business decisions.
2. Make use of Excel and Python to perform descriptive data analysis.
3. Experiment with cleaning, transforming, and aggregating data for analysis.
4. Analyze business data for effective managerial decision-making.
5. Employ SQL for querying and managing business data in databases.

## TEXT BOOKS

1. U. Dinesh Kumar, "Business Analytics: The Science of Data-Driven Decision Making", Wiley, 2nd Edition, November 2021
2. Alexander, Michael. "Microsoft Excel Power Pivot & Power Query for Dummies". Wiley, 2016
3. William McKinney, "Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython", O'Reilly, 2<sup>nd</sup> Edition, 2017
4. Cathy Tanimura, "SQL for Data Analysis", O'Reilly, 1<sup>st</sup> Edition, 2021.

## REFERENCE BOOKS

1. Thomas H. Davenport and Jeanne G. Harris , "Competing on Analytics" , Harward Business Press, 2007
2. Abraham Silberschatz, Henry F. Korth, and S. Sudarshan, "Database System Concepts", McGraw-Hill, 7<sup>th</sup> Edition, 2019

## Weblinks:

1. Business Analytics Full Course  
<https://www.youtube.com/watch?v=1QKIvt05LmA>
2. Why every Excel User Needs Power Query and Power Pivot  
<https://www.youtube.com/watch?v=CLClvAGr0EY>
3. Python for Data Analytics - Full Course for Beginners  
<https://www.youtube.com/watch?v=wUSDVGivd-8>
4. SQL for data analytics  
<https://www.youtube.com/watch?v=YvaddgkneEg>





# MANGALORE INSTITUTE OF TECHNOLOGY & ENGINEERING

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<b>BUSINESS INTELLIGENCE &amp; BIG DATA ANALYTICS</b>			
Semester	<b>III</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE618</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>3:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>42</b>	Credits	<b>03</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Impart knowledge of key concepts of Business Intelligence and Big Data in modern business.</li> <li>2. Impart knowledge on usage of BI tools and techniques to create dashboards and reports.</li> <li>3. Provide concepts of Big Data ecosystems and its role in business decision-making.</li> <li>4. Familiarize with fundamentals of data management and data warehousing in business intelligence.</li> </ol>			
<b>Module 1: Business Intelligence (BI) Concepts And Application</b>			No. of Hrs: 8
Importance of BI, BI vs. Data Analytics vs. Data Science. Types of BI: Descriptive, Diagnostic, Predictive, and Prescriptive BI, BI for Better Decisions. BI architecture: Data warehouse, data marts, Extract, Transform, Load (ETL) process. Historical development of BI, Current trends: Big Data, Artificial Intelligence, Cloud BI. Future of BI in organizations, Real-world BI applications			
<b>Module 2: Data Management and Data Warehousing</b>			No. of Hrs: 9
<b>Data Sources and Data Collection</b> , Primary vs. Secondary data, Structured vs. Unstructured data, data collection methods: Surveys, transactional data, web scraping, APIs. <b>Data Warehousing Concepts:</b> Definition and purpose of data warehousing, Data modelling, Star Schema, Snowflake Schema. ETL process: Data quality and data cleansing, Cloud computing.			
<b>Module 3: Business Intelligence Tools and Techniques</b>			No. of Hrs: 8
<b>BI Tools overview:</b> Introduction to BI tools (e.g., Power BI, Tableau, SAP Business objects, QlikView, etc.). Tool comparison: Pros and cons, Overview of key features: Dashboards, reporting, data visualization. <b>Data Visualization:</b> Importance of data visualization in BI, Principles of effective visualization (charts, graphs, heatmaps, etc.). Hands-on exercise: Creating reports and dashboards using BI tools.			
<b>Module 4: Understanding Big Data</b>			No. of Hrs: 8
Definition and characteristics of Big Data (Volume, Variety, Velocity, Veracity). The role of Big Data in business transformation, Big Data vs. Traditional Data Analytics. Big Data in the business context: Case studies and applications. Descriptive, Predictive & Prescriptive Analytics with Big Data			
<b>Module 5: Big Data Ecosystem</b>			No. of Hrs: 9
Big Data architecture: Data sources, data storage, and data processing, Data Lakes vs. Data Warehouses. Key components of the Big Data ecosystem: Hadoop, Spark, NoSQL databases Real-world examples of Big Data architectures. Collection and Storage of Big Data, Types, Data collection methods: Web scraping, sensors,			

social media, IoT, etc. Overview of storage systems: Hadoop Distributed File System (HDFS), NoSQL (MongoDB, Cassandra). Big Data Processing and Analysis: Introduction to Hadoop Architecture and components (MapReduce, HDFS). Apache Spark: In-memory data processing, RDDs, and Data Frames, Data pipelines: ETL process. Tools and platforms for Big Data analytics: Apache Hive, Pig, Spark SQL, etc.

### course Outcomes:

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

1. Relate the concepts and applications of BI and Big Data to business decision-making.
2. Apply the processes and tools used in BI and Big Data to solve real-world business challenges.
3. Make use of BI tools to create interactive data visualizations, reports and dashboards.
4. Apply Big Data analytics techniques to process, analyse, and manage large volumes of business data.

### TEXT BOOKS

1. Ramesh Sharda, Dinesh "Business Intelligence: A Managerial Perspective on Analytics", 3<sup>rd</sup> Edition, Pearson, 2017.
2. Sharma, and Jeffrey D. B. Thomas Erl, WajidKhattak, Paul Buhler , "Big Data Fundamentals Concepts, Drivers & Techniques", 1<sup>st</sup> Edition, Prentice Hall, 2016

### REFERENCE BOOKS

1. Ramesh Sharda / DursunDelen / Efraim Turban "Business Intelligence, Analytics, and Data Science: A Managerial Perspective" 4<sup>th</sup> Edition, Pearson Paperback, 2017.
2. Acharya, Subhasini Chellappan, "Big Data Analytics" , 2<sup>nd</sup> Edition, Wiley , 2019

### Weblinks:

1. Big Data Analytics  
<https://www.coursera.org/courses?query=big%20data>
2. Big Data Analytics  
<https://www.pdfdrive.com/big-data-books.html>
3. Business Intelligence  
[https://r.search.yahoo.com/\\_ylt=Awr1Re1iaPdiPmUT5Ia7HAX.;\\_ylu=Y29sbwNzZzMEcG9zAzUEdnRpZAMEc2VjA3Ny/RV=2/RE=1660410083/RO=10/RU=https%3a%2f%2fwww.dbooks.org%2fessentials-of-business-analytics-%203319688375%2f/RK=2/RS=wLsmGpjOzEUsZbRxxpLPf\\_1\\_m88-](https://r.search.yahoo.com/_ylt=Awr1Re1iaPdiPmUT5Ia7HAX.;_ylu=Y29sbwNzZzMEcG9zAzUEdnRpZAMEc2VjA3Ny/RV=2/RE=1660410083/RO=10/RU=https%3a%2f%2fwww.dbooks.org%2fessentials-of-business-analytics-%203319688375%2f/RK=2/RS=wLsmGpjOzEUsZbRxxpLPf_1_m88-)

<b>BANKING AND FINANCIAL SERVICES</b>			
Semester	<b>III</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE621</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>52</b>	Credits	<b>04</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Impart the knowledge of banking system and various services of banks.</li> <li>2. Familiarize the issue management process.</li> <li>3. Provide details on fund based and fee based financial services.</li> <li>4. Acquaint the skills of evaluating leasing and hire purchase transactions.</li> </ol>			
<b>Module 1: Banking System: Growth and its emerging complexities</b>			No. of Hrs: 10
Types of banks –Public Sector, Regional Banks, Credit creation and Deployment of Funds. Recent trends in Banking- Banking Technology, Neo banking, Payment banking, Fintech, Bank Performance analysis. Digital payments in banks- UPI, RTGS, NEFT, ECS, CTS and other electronic payments Frauds in Banking: Types, Symptoms, Reasons, Effects and ways to reduce or control them. Primary Agricultural Co-operative Societies (PACS): Products, working and impact to the society and its upliftment.			
<b>Module 2: Merchant Banking</b>			No. of Hrs: 10
Categories, Services offered, Issue management – Pre and Post issue management, Issue pricing, Preparation of Prospectus, Underwriting, Private Placement, Book Building Vs. Fixed price issues.			
<b>Module 3: NBFCs, Microfinance, Leasing &amp; Hire Purchase</b>			No. of Hrs:11
NBFCs: An Overview, types of NBFCs in India-Growth, Functions and Regulatory framework. <b>Micro finance:</b> The paradigm-NGOs and SHGs-Microfinance delivery mechanisms, Models services, Challenges. Future of Micro finance. <b>Leasing &amp; Hire Purchase:</b> nature and scope of leasing, types of leasing, Nature and forms of Hire purchase agreements, Problems on Evaluation of Hire Purchase and leasing transactions. <b>Case study</b> on Hire purchase and Leasing.			
<b>Module 4: Credit Rating, Depository System and Securitization</b>			No. of Hrs: 11
<b>Credit Rating:</b> Functions of credit rating, Importance of credit rating; Benefits of credit rating, Benefits to rated companies, Credit rating process, and credit rating agencies in India. CIBIL and its functioning. <b>Depository System:</b> Objectives of Depository System, Activities, NSDL & CDSL. Process of Clearing and Settlement. <b>Securitization of Debt:</b> Meaning, process, types, benefits.			
<b>Module 5: Mutual Funds</b>			No. of Hrs: 10
<b>Mutual Funds</b> -Meaning, Structure, Functions, Participants, Types of Funds, Types of Schemes, Performance of Mutual Funds, Factors contributing for the growth of mutual funds in India, Marketing of mutual funds.			



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## Course Outcomes:

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

1. Relate the concepts of Banking and Financial Services in India.
2. Summarize the issue management process.
3. Apply the concepts of fund based financial services.
4. Apply the concepts of fee based financial services.
5. Analyze the leasing & hire purchase transactions for better decision making.

## TEXT BOOKS

1. Khan M. Y, “Financial Services”, 10<sup>th</sup> Edition, Tata McGraw-Hill, 2019
2. Mukund Sharma, “Banking and Financial Services”, 1<sup>st</sup> Edition, Himalaya Publishing House, 2015

## REFERENCE BOOKS

1. Agarwal O. P. “Environment and Management of Financial Services”, 2<sup>nd</sup> Edition, Himalaya Publishing house, 2015
2. Pathak B. V. Indian Financial System”, 6<sup>th</sup> Edition Pearson, 2024.

## Weblinks:

1. Growth of Banking in India  
[https://www.youtube.com/watch?app=desktop&v=U9QaXV\\_cYvo](https://www.youtube.com/watch?app=desktop&v=U9QaXV_cYvo)
2. Non- banking financial institutions  
<https://www.youtube.com/watch?v=JiNO59ODVxQ>
3. Securitization and credit rating  
[https://www.youtube.com/watch?v=\\_yw7CkcJpkk](https://www.youtube.com/watch?v=_yw7CkcJpkk)
4. Mutual Funds  
<https://www.youtube.com/watch?v=g2fJoVA8YI4>

<b>STRATEGIC COST MANAGEMENT</b>			
Semester	<b>III</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE622</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>52</b>	Credits	<b>04</b>
<b>Course Learning Objectives:</b> This course is designed to			
<ol style="list-style-type: none"> <li>1. Impart the knowledge of cost management concepts and its applications.</li> <li>2. Familiarize about preparation of cost sheet for various industries.</li> <li>3. Provide an overview of various marginal costing techniques used in manufacturing sector.</li> <li>4. Impart the knowledge and skills to develop various budgets and control their variances.</li> <li>5. Provide the knowledge of management audit and preparing an effective report</li> </ol>			
<b>Module 1: Introduction to Cost Accounting</b>			No. of Hrs: 12
Cost Accounting to Cost Management- Elements of costs - Classification of costs-Methods of costing-Cost Management Tools preparation of a cost sheet. Case studies.			
<b>Module 2: Overheads</b>			No. of Hrs: 12
Primary and secondary distribution, distribution of cost, Simultaneous equations, Absorption of Overhead, Theory on Under and Over absorption of overhead - Unit level, Batch Level and Product Sustaining Activities. Demerits of Traditional Costing.			
<b>Module 3: Marginal costing</b>			No. of Hrs: 09
Applications-Break even charts and Point, Decision-making Differential Cost Analysis, Marginal Costing, Process Costing. Case Studies.			
<b>Module 4: Budgetary Control</b>			No. of Hrs: 11
Production Budgets and Flexible Budgets. Standard Costing: Comparison with Budgetary control, analysis of Variances, Material and Labour variances. Case studies.			
<b>Module 5: Cost audit, Reporting and Responsibility Centers</b>			No. of Hrs: 08
Cost Audit report. Management Audit, Reporting to Management – Purpose of reporting- Requisites of a good report, Classifications of Report.			
<b>Course Outcomes:</b> At the end of the course, the student will be able to:			
<ol style="list-style-type: none"> <li>1. Summarize fundamentals of cost management for strategic decision-making.</li> <li>2. Apply the knowledge of cost management for cost sheet and overhead distribution problems.</li> <li>3. Identify the marginal costing techniques to make informed decisions in complex scenario.</li> <li>4. Utilize the right practices of preparing report for a performance evaluation.</li> <li>5. Analyze budgetary control techniques to enhance financial planning.</li> </ol>			
<b>TEXT BOOKS</b>			
<ol style="list-style-type: none"> <li>1. M.Y. Khan and P.K. Jain, “Cost Accounting” 2<sup>nd</sup> Edition, McGraw Hill Education, 2017.</li> <li>2. Kenneth Merchant and Wim Van Der Stede, “Management Control Systems” 4<sup>th</sup> Edition, Pearson Education, 2019.</li> </ol>			



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## REFERENCE BOOKS

1. Arora M. N, "A Text book of Cost and Management Accounting", 11th Edition, Vikas, 2021
2. James Jiambalvo, "Managerial Accounting", 4th Edition, Wiley India Pvt. Ltd, 2010
3. Jawaharlal & Seema Srivastava, "Cost Accounting", 4th Edition, TMH, 2013.

## Web links:

1. Introduction to Cost Management Accounting:  
<https://www.youtube.com/watch?v=fWPPfUiPdHA>
2. Introduction to Cost Estimating and Cost Control:  
<https://www.coursera.org/lecture/construction-cost-estimating/introduction-to-cost-estimatingand-%20cost-control-xXOyj>
3. A case study on the application of activity-based costing on the magnetic inductor:  
<https://journal.ump.edu.my/ijim/article/view/5983/1166>

<b>AVANCED FINANCIAL MANAGEMENT</b>			
Semester	<b>III</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE623</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>52</b>	Credits	<b>04</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Familiarize the capital structure concepts to formulate optimal strategies.</li> <li>2. Provide skill for assessing a firm's dividend policy.</li> <li>3. Impart the knowledge of working capital, to take informed decisions.</li> <li>4. Familiarize with concepts and techniques for managing inventory and receivables.</li> </ol>			
<b>Module 1: Capital Structure</b>			No. of Hrs: 10
<p><b>Capital Structure Decisions:</b> Capital structure &amp; market value of a firm, Factors determining capital structure, Credit agency ratings-debt ratio-debt to equity ratio-long term debt to capitalization ratio.</p> <p><b>Theories of capital structure:</b> Net Income approach, Net Operating Income approach, Modigliani Miller approach, Traditional approach.</p>			
<b>Module 2: Dividend Policy</b>			No. of Hrs: 11
Dividend policy, Theories of dividend policy: Theory of irrelevance, Bird- in –the hand theory & Tax preference theory, Walter’s & Gordon’s model, Modigliani & Miller approach. Dividend policies, stable dividend, stable payout and growth. Bonus shares and stock split -corporate dividend behaviour.			
<b>Module 3: Working Capital Management</b>			No. of Hrs: 10
Management of Working capital, Types of working capital, Determination and estimation of working capital needs, Level of current assets, Sources for financing working capital- Bank finance for working capital. Working capital financing: Short term financing of working capital- long term financing of working capital. Working capital leverage concepts.			
<b>Module 4: Inventory Management</b>			No. of Hrs: 11
Inventory Management: Purpose and functions of inventories -Types of inventories (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. Case study on EOQ and ABC analysis			
<b>Module 5: Receivables Management</b>			No. of Hrs: 10
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, credit granting decision. Case study on credit granting decision.			



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## Course Outcomes:

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

1. Relate the concept of Financial Management to take managerial decisions.
2. Apply theories of dividend policy and their implications on value of the firm.
3. Apply concepts of working capital management to finance the organizational needs.
4. Identify the inventory control techniques to infer their impact.
5. Apply the principles of receivables management to decide credit policies.

## TEXT BOOKS

1. M.Y. Khan & P.K.Jain, “Financial Management: Text, Problems & Cases”, 7<sup>th</sup> Edition, Tata McGraw Hill, 2017.
2. Prasanna Chandra, “Financial Management: Theory and Practice”, 10<sup>th</sup> Edition, Tata McGraw Hill, 2019.
3. Binoy Mathew & G. Nagarajan, “Advanced Financial Management”, 2<sup>nd</sup> Edition, Jayvee Digital Publishing, 2022.

## REFERENCE BOOKS

- 1) Prasanna Chandra, “Financial Management”, 10<sup>th</sup> Edition, Tata McGraw Hill, 2019
- 2) Bhalla. V. K, “Financial Management and Policy: Text and Cases”, 10th Edition, Anmol Publications Pvt. Ltd. 2012
- 3) Vishwanath S R, “Corporate Finance,” 3<sup>rd</sup> Edition, Sage Publications, 2019.

## Weblinks:

1. Advanced Financial Management book  
<https://www.pdfdrive.com/advance-financial-management-e33606254.html>
2. Advanced Financial Management  
<https://www.smartzworld.com/notes/advanced-financial-management-notes-pdf-afm/>





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<b>INDUSTRIAL RELATIONS</b>			
Semester	<b>III</b>	CIE Marks	<b>50</b>
Course Code	<b>23PEMB624</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>52</b>	Credits	<b>04</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Provide knowledge on workplace problems through Labour Laws.</li> <li>2. Impart the knowledge about Industrial Relations System to be adopted in the Organization.</li> <li>3. Expose students to the application of Labour Laws regulating Industrial Relations.</li> <li>4. Familiarize students to practical applicability of Labour Laws regulating Industrial relations.</li> </ol>			
<b>Module 1: Overview of Industrial Relations</b>			No. of Hrs: 10
Objectives, Types, Characteristics, Importance, approach of Industrial Relations, Model of Industrial relations, Recent Trends in Industrial Relations, Managing IR Changes. The Participants of Industrial Relation Activities.			
<b>Module 2: Grievance Management, Collective Bargaining, Workers Discipline Management</b>			No. of Hrs: 12
<p><b>Concept and steps of Grievance:</b> Need for a Grievance Redressal procedure, Legislative aspects of the Grievance Redressal Procedure in India, Model of Grievance Redressal Procedure.</p> <p><b>Collective bargaining:</b> Concept, function and Importance, principles and forms of collective bargaining, importance of collective bargaining, process of Collective Bargaining, negotiation form of negotiation</p> <p><b>Worker's discipline management:</b> Causes of indiscipline, disciplinary Action - service rules, misconduct, investigation of allegations, showcase notice, charge sheet, domestic enquiry, Report of findings, punishments to be imposed. Worker's Participation in Management.</p>			
<b>Module 3: Introduction to Employee Relation</b>			No. of Hrs: 10
<b>Significance of employee relation in industry:</b> Advantages and limitations of maintaining employee relations through unions. Legal provisions to maintain employee relations- works committee, conciliation, board of conciliation, voluntary arbitration, and adjudication.			
<b>Module 4: Evolution of Labour Legislation in India</b>			No. of Hrs: 10
<p><b>History of Labour Legislation in India:</b> Objectives of Labour Legislation, Types of Labour Legislations in India, Constitutional Provisions for the Protection of Labour Workforce in India, Rights of Woman Workers; The new Labour Laws and Codes.</p> <p><b>Factory Act 1948:</b> Contract Labour Act (Regulation and Abolition) Act 1970, The Payment of Wages Act, 1936, the Minimum Wages Act, 1948, case study.</p>			
<b>Module 5: Legislative Acts</b>			No. of Hrs: 10
Industrial Dispute Act 1947, Trade Union act 1926: Employee State Insurance Act 1948, Employee Compensation Act 1923, Employee provident Fund and Miscellaneous Provisions Act 1952, Gratuity Act 1972, Bonus Act 1965.			



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## Course Outcomes:

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

1. Summarize the approaches, models of industrial relations
2. Apply right grievance mechanisms to enhance employee satisfaction
3. Describe workers discipline and collective bargaining followed in Indian companies.
4. Summarize the importance of Employee Relation in industries.
5. Apply IR and labour law concepts and resolve cases of organizations in India.

## TEXT BOOKS

1. S. Venkata Ratam and Manoranjan Dhal. "Industrial relation", 2<sup>nd</sup> Edition, Oxford Publication, 2017
2. Rao, P Subba, "Essentials of HRM and Industrial Relation", 5<sup>th</sup> Edition, Himalaya Publishing House, 2013

## REFERENCE BOOKS

1. PRN Sinha, InduBalaSinha, SeemaShekhar. "Industrial Relations, Trade Union and Labour Legislation", 3<sup>rd</sup> Edition, Pearson, 2017
2. S C Srivatsava. "Industrial Relations and Labour Laws", 6<sup>th</sup> Edition, Vikas Publications, 2012.

## Weblinks:

1. Industrial Relations Labour Laws:  
<https://www.youtube.com/watch?v=P29Cp35JqGA>
2. Global Employment Law, Industrial Relations and International Ethics:  
<http://www.digimat.in/nptel/courses/video/110105069/L22.html>
3. Study Material Industrial, Labour and General Laws:  
<https://www.icsi.edu/media/webmodules/publications/7.%20Industrial,%20Labour%20and%20General%20Laws.pdf>



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## COMPENSATION AND BENEFITS MANAGEMENT

Semester	<b>III</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE625</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>52</b>	Credits	<b>04</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Impart the knowledge on application of Performance Management in the Organization</li> <li>2. Impart the knowledge of relevance and importance of different reward systems.</li> <li>3. Provide solutions to the workplace problems through application of Compensation.</li> <li>4. Familiarize different models and approaches of Compensation Management.</li> </ol>			
<b>Module 1: Introduction to Compensation</b>			No. of Hrs: 10
Meaning of compensation, total compensation/reward and its components and types, importance of the total compensation approach, wages/salaries, compensation strategy, compensation policy, base of compensation management, compensation and legal issues in compensation management, factors affecting employee compensation/wage rates/wage structure/levels of pay, case study.			
<b>Module 2: Wage Determination Practice</b>			No. of Hrs: 12
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/Wages & Salary administration, divergent systems for wage determination in practice in Indian organizations.			
<b>Module 3: Compensation Management</b>			No. of Hrs: 10
Compensation Management: Different types of direct and indirect compensation, reward policy, pay reviews, planning and implementing pay reviews, procedures for grading jobs and pay, rates fixation, controlling payroll costs, evaluation of reward processes, fringe benefits, internal audit of compensation and benefits.			
<b>Module 4: Administration &amp; Controlling Salary Costs</b>			No. of Hrs: 10
Salary survey data, salary costs, salary planning, salary budget, salary control, salary reviews, guidelines for salary review process, responding to negative salary review, five key steps: manager's guide to annual salary review, fixing of salary, method of paying salary, flexibility, process of wage and salary fixation. <b>Case study</b> on salary-control and review			
<b>Module 5: Contingent Pay, Pay for Performance, Competence</b>			No. of Hrs: 10
Competency-based pay, skill-based pay, team-based rewards, gain sharing, profit-sharing profit-related pay and beyond other cash payments and allowances overtime payments, attendance bonuses, shift pay, clothing allowances, honoraria, payments for qualifications, pay for person, pay for excellence, managerial compensation and rewards, sales force incentive programs, competency-based pay- framework, model and challenges.			



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## Course Outcomes:

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

1. Summarize the concepts and components of compensation
2. Describe management strategies to design and implement effective wage system.
3. Summarize salary planning and control processes to manage organizational salary costs
4. Apply the different pay systems to enhance employee performance.
5. Apply a performance-based compensation system to business.

## TEXT BOOKS

1. R. C. Sharma, Sulabh Sharma, “Compensation Management” 9<sup>th</sup> Edition, Sage Publication India Pvt.Ltd, 2019.
2. Biswas, Bashker, “Compensation and Benefit”, 11<sup>th</sup> Edition, D Pearson, 2013
3. Compensation and Reward Management: Singh, B D , Excel Books -2017

## REFERENCE BOOKS

1. Michael J. Kavanagh, Mohan Thite, Richard D. Johnson, “Human Resource Information Systems: Basics, Applications, and Future Directions”, 3<sup>rd</sup> Edition, Sage Publication India Pvt.Ltd, 2015.
2. John Shields, “Managing Employees Performance and Rewards”, 2<sup>nd</sup> Edition, Cambridge Press, Edition 2015.

## Weblinks:

1. Understanding Compensation:  
<https://hr-gazette.com/total-rewards-and-compensation-understanding - the essentials/>
2. Wage Determination Practices:  
<https://www.youtube.com/watch?v=g4AGhGehhsc>
3. Impact of Compensation on job satisfaction – Research Paper  
[https://www.researchgate.net/publication/325959515\\_impact\\_of\\_compensation\\_and\\_benefits\\_on\\_job\\_satisfaction](https://www.researchgate.net/publication/325959515_impact_of_compensation_and_benefits_on_job_satisfaction)



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<b>ORGANIZATIONAL LEADERSHIP</b>			
Semester	<b>III</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE626</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>52</b>	Credits	<b>04</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Familiarize concepts of leadership practices.</li> <li>2. Impart the knowledge of various leadership styles.</li> <li>3. Communicate different models of leadership and its practical applicability.</li> <li>4. Acquaint about the importance of Ethical leadership in the organizations.</li> </ol>			
<b>Module 1: Introduction</b>			No. of Hrs: 8
Concept of Leadership, ways of conceptualizing leadership, definition and components of leadership. Trait versus process leadership, assigned versus emergent leadership. Leadership and power, leadership and coercion, leadership and management.			
<b>Module 2: Approaches of Leadership</b>			No. of Hrs: 12
Trait Approach: Description, intelligence, self-confidence, determination, integrity, sociability, five-factor personality model and leadership, Emotional Intelligence, Skills Approach: Description, Three-Skill approach, technical skill, human skill, conceptual skill, Skills model, competencies, individual attributes, leadership outcomes, environmental influences. Behavioural Approach: Description, The Ohio State Studies, The University of Michigan Studies, Blake and Mouton's Managerial (Leadership) Grid, Authority-Compliance (9,1). Types of Management. Situational Approach: Description, leadership styles, development levels, Working details, situational approach, Case study.			
<b>Module 3: Model of Leadership</b>			No. of Hrs: 11
Path-Goal Theory: Description, leader behaviours, directive leadership, supportive leadership, participative leadership, achievement-oriented leadership, follower characteristics, task characteristics. Leader-Member Exchange Theory: Description, early studies, later studies, leadership making, working of LMX theory. Transformational Leadership: Description, transformational leadership defined, transformational leadership and charisma, A model of transformational leadership. Authentic Leadership: Description, authentic leadership defined, approaches to authentic leadership, theoretical approach.			
<b>Module 4: Leadership Instrument</b>			No. of Hrs: 11
Description, related concepts, Ethnocentrism, prejudice, Dimensions of culture, uncertainty avoidance, power distance, Institutional collectivism, In-Group, collectivism, gender egalitarianism, assertiveness, future orientation, performance orientation, humane orientation, Case Studies			



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<b>Module 5: Ethical Leadership</b>	No. of Hrs: 10
Ethics Defined; Levels of Ethical leadership: Pre-conventional Morality, Conventional Morality, Post-conventional Morality, Ethical Theories, Centrality of Ethics to Leadership, Heifetz's Perspective on ethical Leadership; Burns's Perspective on Ethical Leadership.	
<b>Course Outcomes:</b> At the end of the course, the student will be able to: <ol style="list-style-type: none"><li>1. Summarize the concepts and principles of Organizational Leadership</li><li>2. Apply the models of leadership, on an individual to ascertain the leadership style.</li><li>3. Apply the practices of Leadership theory to solve the workplace problems.</li><li>4. Make use of the leadership instruments to manage the Human Resources in the organization.</li><li>5. Apply the levels of ethical leadership to solve hypothetical dilemma.</li></ol>	
<b>TEXT BOOKS</b> <ol style="list-style-type: none"><li>1. Peter G. Northouse, "Leadership: Theory and Practices Leadership for Organizations" 7<sup>th</sup> Edition, SagePublication India Pvt. Ltd. 2016</li><li>2. Gary Dessler, "Management: Leading People and Organizations in the 21st Century", 3<sup>rd</sup> Edition, Prentice Hall. 2001</li><li>3. Jay A. Conger, Rabindra N. Kanungo "Charismatic Leadership in Organizations" 1<sup>st</sup> Edition, Sage Publication, 2018.</li></ol>	
<b>REFERENCE BOOKS</b> <ol style="list-style-type: none"><li>1. Dave Ulrich, Norm Smallwood, Kate Sweetman "The Leadership Code: Five Rules to Lead" 2<sup>nd</sup> Edition, Harvard Business Press, 2009.</li><li>2. David A. Waldman, Charles O'Reilly, "Leadership for Organizations" 1<sup>st</sup> Edition, Sage Publication, 2019.</li></ol>	
<b>Web links:</b> <ul style="list-style-type: none"><li>• Manpower Planning- <a href="https://youtu.be/hHE4ilceiXs">https://youtu.be/hHE4ilceiXs</a></li><li>• Performance Appraisal- <a href="https://youtu.be/vXgt9yASs_k">https://youtu.be/vXgt9yASs_k</a></li><li>• HRM practices- <a href="https://youtu.be/e1F3xnF5LKg">https://youtu.be/e1F3xnF5LKg</a></li><li>• HR Trends- <a href="https://youtu.be/4Kr0VpM14LI">https://youtu.be/4Kr0VpM14LI</a></li><li>• Effective Performance Appraisal System- <a href="https://youtu.be/9j9u-wdIE8c">https://youtu.be/9j9u-wdIE8c</a></li><li>• Compensation - <a href="https://youtu.be/c75U2xofWEM">https://youtu.be/c75U2xofWEM</a></li></ul>	



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<b>MANAGING E-BUSINESS</b>			
Semester	<b>III</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE627</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>52</b>	Credits	<b>04</b>
<b>Course Learning Objectives:</b>			
This course is designed to:			
<ol style="list-style-type: none"> <li>1. Impart fundamental knowledge on functioning of E-enterprises.</li> <li>2. Expose students to enterprise software: ERP/SCM/CRM.</li> <li>3. Inculcate the knowledge on phases of value chain in E-business transactions.</li> <li>4. Provide an overview of legal, ethical, and privacy issues in e-business.</li> </ol>			
<b>Module 1: Managing the e-Enterprise</b>			<b>No. of Hrs: 10</b>
Introduction to e-enterprise, managing the e-enterprise, e-business enterprise, comparison between conventional design and e-organisation, organisation of business in an e-enterprise, e-business models.			
<b>Module 2: E-business strategies</b>			<b>No. of Hrs: 10</b>
Strategic planning process, SCM, CRM, ERP, Procurement, Web enabled business management, CMS, Case Studies.			
<b>Module 3: E-Business Applications &amp; Strategies</b>			<b>No. of Hrs: 11</b>
Business models & revenue models over internet, emerging trends in e-business, e-governance, digital commerce, mobile commerce, Social commerce, strategies for business over web, internet, based business models.			
<b>Module 4: Electronic Payment System</b>			<b>No. of Hrs: 10</b>
Concept of money, electronic payment system, types of electronic payment systems, smart cards and electronic payment systems, infrastructure issues in EPS, electronic fund transfer.			
<b>Module 5: Legal and privacy issues in E-Commerce</b>			<b>No. of Hrs: 11</b>
Protection needs and methodology, consumer protection, cyber law, contracts and warranties. Taxation and encryption policies.			
<b>Course Outcomes:</b>			
At the end of the course, the student will be able to:			
<ol style="list-style-type: none"> <li>1. Summarize the fundamentals of managing an e-enterprise</li> <li>2. Make use of business management systems for developing e-business strategies.</li> <li>3. Apply emerging trends in e-business to solve business challenges.</li> <li>4. Summarize the challenges and security issues in electronic payment systems.</li> <li>5.</li> </ol>			



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## TEXT BOOKS

1. Schneider GaryP. “Electronic Commerce”. 9<sup>th</sup>Edition, Cengage Learning, 2021.
2. Efraim Turbanetal, “ElectronicCommerce–Amanagerialperspective”, 3<sup>rd</sup>Edition, Pearson Education Asia, 2016
3. W.SJawedekar “Management Information Systems”, 5<sup>th</sup> Edition, TATA McGrawHill, 2020

## REFERENCE BOOKS

1. Bharat Bhasker, “Electronic Commerce–Frame work technologies and Applications”, 4<sup>th</sup>Edition. TataMcGrawHillPublications, 2018.
2. Henry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang “E-Commerce– Fundamentals and Applications”, 3<sup>rd</sup> Edition, Wiley India Pvt Ltd, 2017.

## Weblinks:

1. New Trends in E- Commerce  
[https://www.researchgate.net/publication/283953979\\_E-business\\_as\\_a\\_New\\_Trend\\_in\\_the\\_Economy](https://www.researchgate.net/publication/283953979_E-business_as_a_New_Trend_in_the_Economy)
2. E- Business Models  
[https://www.researchgate.net/publication/291485563\\_A\\_Review\\_On\\_Various\\_E-Business\\_And\\_M-Business\\_Models\\_Research\\_Opportunities](https://www.researchgate.net/publication/291485563_A_Review_On_Various_E-Business_And_M-Business_Models_Research_Opportunities)
3. E-Payments  
<https://www.dbs.com/digibank/in/articles/pay/what-is-electronic-payment>





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<b>DATA VISUALIZATION</b>			
Semester	<b>III</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE628</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>52</b>	Credits	<b>04</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Impart knowledge on data visualization tools.</li> <li>2. Provide insight into Power BI and R Studio, to perform statistical analysis and to create dashboards.</li> <li>3. Impart knowledge on creating impactful data visualizations to explore business data effectively.</li> <li>4. Familiarize with descriptive statistics and data visualization techniques to summarize and interpret business data.</li> </ol>			
<b>Module 1: Data Visualization with Power BI</b>			No. of Hrs: 11
<p>Data sources in Power BI, Power BI Desktop - loading data, views, query editor, transform, clean, shape, and model data, manage data relationship, editing a relationship, cross filter direction, saving work file, measures.</p> <p>Visualization in Power BI : visualization charts in Power BI, matrixes and tables, slicers and map visualizations, gauges and single number cards, modifying colors in charts and visuals, shapes, text boxes, and images, custom visuals, page layout and formatting, bookmarks and selection pane, KPI visuals, Z-order, grouping and Binning.</p>			
<b>Module 2: R Studio interface</b>			No. of Hrs: 9
<p>Basic operations, Working with R script and R Markdown. Basic data types: Vectors, matrices, data frames, lists. Importing data from different formats: CSV, Excel, and databases, Data inspection. Data cleaning: Handling missing values, outliers, and duplicates. Data transformation: Renaming columns, sub setting, merging data frames, Basic data manipulation with dplyr package.</p>			
<b>Module 3: Descriptive Statistics and Data Visualization</b>			No. of Hrs: 12
<p>Measures of central tendency: Mean, median, mode. Measures of dispersion: Range, variance, standard deviation, inter-quartile range. Visualizing distributions: Histograms, boxplots, bar charts Data Visualization with ggplot2.</p> <p>Common probability distributions: Normal, Binomial, Poisson. Formulating null and alternative hypotheses. Types of errors: Type I and Type II errors. One-sample and two-sample tests: t-tests, z-tests, Chi-square test for categorical variables. Conducting hypothesis tests in Regression and Correlation Analysis.</p>			
<b>Module 4: Data Exploration and Basic Visualizations</b>			No. of Hrs: 10
<p>Understanding data types in Tableau (dimension vs. measure), Creating and managing data connections: Connecting to files and databases. Data blending and joining tables, using Data Interpreter for cleaning and preparing data. Best practices for organizing data for analysis.</p>			



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<b>Module 5: Tableau Worksheets</b>	No. of Hrs: 10
<p>Understanding the structure of Tableau worksheets :sorting, filtering, and grouping data, creating calculated fields and basic aggregations, using filters and parameters to refine data views, Sorting, grouping, and creating hierarchies in dimensions</p> <p>Basic visualizations and charts, types of charts in Tableau: bar charts, line charts, pie charts, histograms, etc. Creating simple visualizations using dimensions and measures, understanding how to choose the right visualization for data, formatting and customizing visualizations.</p>	
<p><b>Course Outcomes:</b></p> <p>At the end of the course, the student will be able to:</p> <ol style="list-style-type: none"><li>1. Summarize different data visualization tools.</li><li>2. Perform statistical analysis and hypothesis testing using R for data-driven decision-making.</li><li>3. Apply interactive and dynamic visualizations in Power BI and Tableau to drive actionable business insights.</li><li>4. Apply descriptive statistics and data manipulation techniques to analyse large datasets and solve real business problems.</li></ol>	
<p><b>TEXT BOOKS</b></p> <ol style="list-style-type: none"><li>1 Mark Gardner, “Beginning R: The Statistical Programming Language”, 1<sup>st</sup>Edition, Wiley, 2017</li><li>2 Joshua N. Milliga “Learning Tableau 2020: Create effective data visualizations, build interactive visual analytics, and transform your organization”, 4th Edition, 2020.</li><li>3 Dr. Shirshendu Roy “Data Visualization: Using Power BI, Orange and Excel”, 1st Edition Notion Press, 2021.</li></ol>	
<p><b>REFERENCE BOOKS</b></p> <ol style="list-style-type: none"><li>1. Selva Prabhakaran, “Mastering R Programming”, 1st Edition, PAKT Publishers, 2017.</li><li>2. Chandraish Sinha “Mastering Power BI”, 2<sup>nd</sup> Edition, BPB Publications, 2024</li><li>3. Alexander Loth “Visual Analytics with Tableau”, Wiley, 2019.</li></ol>	
<p><b>Weblinks:</b></p> <ol style="list-style-type: none"><li>1. Tableau <a href="https://www.youtube.com/watch?v=wFCiKvBgiwg">https://www.youtube.com/watch?v=wFCiKvBgiwg</a></li><li>2. Data Analysis with R <a href="https://www.coursera.org/learn/data-analysis-with-r">https://www.coursera.org/learn/data-analysis-with-r</a></li><li>3. Power BI <a href="https://learn.microsoft.com/en-us/power-bi/fundamentals/videos">https://learn.microsoft.com/en-us/power-bi/fundamentals/videos</a></li></ol>	



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<b>INTERNSHIP</b>			
Semester	<b>III</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBSE604</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>0:0:10</b>	Exam Hrs	<b>03</b>
Total Hrs	-	Credits	<b>05</b>
<b>Course Learning Objective:</b>			
<ol style="list-style-type: none"> <li>1. Acquaint the students to the work culture of the organization.</li> <li>2. Provide insights into the application of theoretical concepts to various functions of the organization.</li> </ol>			
<b>Chapter 1: Introduction to the Industry</b>			
Industry Profile, Background, Market share and growth rate, GDP contribution to Indian economy. Major players in the Industry. Competitors for the company. Industry performance, Benefits and challenges faced by the industry.			
<b>Chapter 2: Introduction to the Company</b>			
Company profile: Background, Nature of the business, Vision, mission, quality policy, Ownership Pattern, Achievements/Awards if any, Market share and growth, stock market presence, Future growth and Prospects.			
<b>Chapter 3: Company Product/Service Profile and operation</b>			
Product/Services offered by the company, Product/Service Analysis with best performing and underperforming products/services. Workflow model.			
<b>Chapter 4: Application of Models for Strategic Planning</b>			
Mckinseys 7 S model-Introduction to the model, Structure, Application of the McKinsey 7S Model for the company, Advantages and Benefits of the Model Porters Five Force Model- Introduction to Model, Structure, Application of the model to the industry and analyze market competitiveness, Pros and Cons of the model			
<b>Chapter 5: PESTEL and SWOT Analysis</b>			
PESTEL analysis-Introduction, Structure, Application of PESTEL to the company, Learning for the company from PESTEL. Introduction to SWOT, Analysis of SWOT for the company, Suggestions to mitigate threats, seize opportunities, and work on weakness.			
<b>Chapter 6: Analysis of financial statements</b>			
Five years financial Statement Analysis with help of Ratios, P&L Analysis, Comparative Analysis.			
<b>Chapter 7: Findings, Conclusion</b>			
Highlight Major findings, Identify an organization problem for further research, Relevance and Need for Study, Conclusion with Learning Experience, Bibliography, and Annexure.			
<b>Course Outcomes:</b>			
At the end of the course, the student will be able to:			
<ol style="list-style-type: none"> <li>1. Understand the policies, processes and functions of the organization.</li> <li>2. Apply the theoretical concepts to various functions of the organization</li> <li>3. Apply various business models and highlight its significance for organizational growth</li> <li>4. Analyze the financial statements of the Company.</li> <li>5. Apply findings to address business problems confronted by the organization.</li> </ol>			



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<b>PROJECT WORK - PHASE 1</b>			
Semester	<b>III</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBSE605</b>	SEE Marks	-
Teaching Hrs/Week (L:T:P)	<b>0:0:4</b>	Exam Hrs	-
Total Hrs		Credits	<b>02</b>
<b>Course Learning Objective:</b>			
<ol style="list-style-type: none"> <li>1. Develop the research skills.</li> <li>2. Impart the skills of problem solving and decision making</li> <li>3. Acquaint the students with strategic thinking by giving the exposure to organizations.</li> </ol>			
<b>Chapter 1: Problem Formulation</b>			
Problem Statement, Title formulation, Research objectives, Need and Scope of the Study.			
<b>Chapter 2: Literature review</b>			
Literature review with research gap (with minimum 30 literature reviews from SCOPUS/Copernicus/ABDC).			
<b>Chapter 3: Research Design</b>			
Nature of Study, Population, Sample Size. Sampling Technique, Hypotheses formulation with justification, Data collection methods, Research instrument, Chapter scheme.			
<b>Chapter 4: Research Outcomes</b>			
Expected Outcomes, Conclusion.			
Annexure: Questionnaire, Bibliography			
<b>Course Outcomes:</b>			
At the end of the course, the student will be able to:			
<ol style="list-style-type: none"> <li>1. Summarize the concept of Research Methodology and Research Design.</li> <li>2. Apply the theoretical frameworks to real-world scenarios.</li> <li>3. Apply findings to address business problems confronted by the organization.</li> </ol>			



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<b>LOGISTICS AND SUPPLY CHAIN MANAGEMENT</b>			
Semester	<b>IV</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPC606</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>52</b>	Credits	<b>04</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Impart the knowledge of basic concepts of logistics and supply chain management</li> <li>2. Provide insights for establishing efficient, effective and sustainable supply chains.</li> <li>3. Acquaint the role of distribution in managing supply chains</li> <li>4. Familiarize the tools and techniques used in warehousing.</li> </ol>			
<b>Module 1: Introduction to Logistics Management</b>			No. of Hrs: 8
Concept, Objectives of Logistics, Types of Logistics, Need for Logistics Management, Evolution of logistics toward Supply chain Management, Logistics Industry in India. Logistical Activities, Logistics Costs, Expected cost of stock outs. Logistical Informational Requirements.			
<b>Module 2: Logistic Systems and Planning</b>			No. of Hrs: 10
Strategic Logistic plan, Operating objectives of logistics planning, Flow of logistics planning, Developing Logistic strategy, Logistics System Design and Administration, logistic environment assessment, Pricing in logistics.			
<b>Module 3: Supply Chain Management</b>			No. of Hrs: 12
Significance, key challenges. Scope of SCM- historical perspective, 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.			
<b>Module 4: Warehouse Management System</b>			No. of Hrs: 12
Warehousing – primary functions. Efficient Warehouse Management. Types of Warehouses. Warehouse Layout Design, criteria. Warehouse Management System, various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point, re-order level fixation, ABC analysis, SDE/VED Analysis. Types of Inventories, Alternative approach for classification of inventories, components of inventory decisions, inventory cost management, business response to stock out, replenishment of inventory, material requirements planning, Order matching process, and volume analysis.			
<b>Module 5: Distribution Management</b>			No. of Hrs: 10
Distribution Management, Designing the distribution network, the role of distribution in logistics, factors influencing distribution, design options, distribution networks in practice, network design in the supply chain, factors affecting the network design decisions. Hub & spoke Vs distributed warehouses. Mode of transportation and criteria of decision. Hazards in transportation.			



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## Course Outcomes:

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

1. Summarize the concepts and functions of logistics and supply chain management.
2. Apply the concepts of the supply chain to organizational problems.
3. Apply the logistics concepts for optimized inventory and warehouse operations.
4. Identify the key components and decision-making processes in distribution management
5. Apply the logistics concepts of pricing and planning in organizations.

## TEXTBOOKS:

1. Donald Bowersox, David Closs, Bixby Cooper, “Supply Chain Logistics Management”, 6<sup>th</sup> Edition, McGraw Hill, 2023
2. Rajat K. Baisya “Integrated Supply Chain and Logistics Management,” 1st Edition, Sage Publication, 2020
3. Janat Shah, “Supply Chain Management- Text and Cases” 2nd Edition, Pearson, 2016

## REFERENCE BOOKS:

1. Michael H Hugos, “Essentials of Supply Chain Management”, 3<sup>rd</sup> Edition, McGraw Hill, 2015.
2. Martin Christopher “Logistics and Supply Chain”, 5<sup>th</sup> Edition, FT Publishing, 2010
3. Donald J Bowersox, “Supply chain Logistics Management”, 4<sup>th</sup> Edition, McGraw Hill, 2012.

## Weblinks:

1. Introduction to logistics and supply chain management  
<https://www.youtube.com/watch?v=wZ2SZWHKj20>
2. Supply Chain Management  
<https://www.youtube.com/watch?v=NPYvE0Gmab4>
3. Logistics of the Future  
<https://www.youtube.com/watch?v=6EDCnhbUpgE>



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<b>PRODUCT MANAGEMENT</b>			
Semester	<b>IV</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPC607</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>52</b>	Credits	<b>04</b>
<b>Course Learning Objectives:</b> This course is designed to			
<ol style="list-style-type: none"> <li>1. Impart knowledge of product management principles, processes, and methodologies.</li> <li>2. Provide knowledge of Innovation Diffusion Process for new product development.</li> <li>3. Impart a perspective on product-focused decision-making and planning concepts.</li> <li>4. Familiarize the Product Life Cycle and leverage data-driven decision-making capabilities.</li> </ol>			
<b>Module 1: Foundations to product management</b>			No. of Hrs: 10
Introduction to product management, evolution of product management. Product development lifecycle. Product concept and key drivers. Marketing strategy and marketing plan. Brand persona and value proposition. Competitor mapping and competitor analysis. Introduction to platform analysis, case study.			
<b>Module 2: Design Thinking and Product Development Process</b>			No. of Hrs: 9
Using Design Thinking framework to identify customer needs. Customer Needs and Behaviour. Discovering new markets and market sizing. Creating superior value for customers. Disruptive business model in a digital economy (B2B, B2C), case study.			
<b>Module 3: Innovation and New Product Development</b>			No. of Hrs: 12
Innovation and New Product Development. Innovation & Market Vision. Innovative New Products & Consumption Patterns. Marketing Insights for Innovation. Innovation Decision Process. Organizing for new product development. New Service Innovation, Innovation Diffusion Process: Diffusion meaning, Four elements in the Diffusion of Innovation. Attributes of Innovation & Rate of Adoption, case study.			
<b>Module 4: Building Product Market Strategy</b>			No. of Hrs: 10
Building customer engagement and retention strategy. Product development in B2C. Pricing Solutions/Models, Dynamic Pricing. Managing channel partners and affiliates, case study.			
<b>Module 5: Launching New Products</b>			No. of Hrs: 11
Sales forecasting, marketing budgeting and ROI, packing, bundling, promotions, Customer Life Time Value, Cost Management. Product Management for service business, go to market (GTM) Strategies, case studies.			



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## Course Outcomes:

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

1. Summarize the principles and process of Product Management including consumer preference.
2. Compare design thinking approach to provide solutions to the customers.
3. Describe the factors that are responsible for the successful launch of a new product.
4. Apply innovation diffusion process for launch of new product in the market.
5. Apply CRM strategies for the product in various product life cycle stages.

## TEXTBOOKS

1. Gurucharan Raghunathan, Lokesh Kannaiyan, “Product Management Simplified”, 1st Edition, Notion press media, 2021
2. Aswin Pranam, “Product Management Essentials”, 3<sup>rd</sup> Edition, Apress, 2017.
3. Matt LeMay, “Product Management in Practice”, 1<sup>st</sup> Edition, O,Reilly, 2017.

## REFERENCE BOOKS

1. Nils Davis “The Secret Product Manager Handbook”, 3<sup>rd</sup> Edition, Createspace, 2018
2. Brian Lawley, Pamela Schure, “Product Management for Dummies”, 1st edition, Wiley Publishers, 2017.
3. Gabriel Steinhardt “The Product Managers’ toolkit” 1<sup>st</sup> Edition, Springer, 2010

## Weblinks:

1. Regression Analysis – Full Course – Data Tab  
<https://www.youtube.com/watch?v=0m-rs2M7K-Y>
2. Kano Model and Analysis – IIT Kharagpur  
<https://www.youtube.com/watch?v=SOPxzgXpK-Y>
3. How to build a Brand Personality with 5 step model – Marketing-91  
<https://www.youtube.com/watch?v=oRJ-dI2YjFU>
4. Introduction to design thinking – IIT Khargpur  
[https://www.youtube.com/watch?v=50f4D0U3RYI&list=PLbRMhDVUMnge4kBc\\_codYLDsBVdsS9mLU&index=4](https://www.youtube.com/watch?v=50f4D0U3RYI&list=PLbRMhDVUMnge4kBc_codYLDsBVdsS9mLU&index=4)
5. Customer churn and customer lifetime value. – IIT Kharagpur  
<https://www.youtube.com/watch?v=V--c0ZUEBTg>



<b>CONSUMER BEHAVIOUR</b>			
Semester	<b>IV</b>	<b>CIE Marks</b>	<b>50</b>
Course Code	<b>23MBPC608</b>	<b>SEE Marks</b>	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>4:0:0</b>	<b>Exam Hrs</b>	<b>03</b>
Total Hrs	<b>52</b>	<b>Credits</b>	<b>04</b>
<b>Course Learning Objectives:</b> This course is designed to			
<ol style="list-style-type: none"> <li>1. Provide insights into the conceptual foundations of consumer buying behaviour.</li> <li>2. Impart the knowledge of the motivation theories in consumer decision making.</li> <li>3. Impart the knowledge of consumer's behaviour to improve market strategy.</li> <li>4. Familiarize marketing programs and strategies.</li> </ol>			
<b>Module 1: Overview of Consumer Behaviour</b>			<b>No. of Hrs: 9</b>
<b>Consumer Behaviour and Marketing Action;</b> An overview - Importance of consumer behaviour in marketing decisions, the role of consumer research, Consumer involvement - Decision-making processes - Purchase Behaviour and Marketing Implications - Consumer Behaviour Models.			
<b>Module 2: Consumer Decision Making</b>			<b>No. of Hrs: 11</b>
<b>Consumer Buying Decision Process;</b> Levels of Consumer Decision Making – Four views of consumer decision making. On-line Decision Making: Meaning & Process/Stages. Situational Influences- Nature of Situational Influence, Situational Characteristics and Consumption behaviour, case study			
<b>Module 3: Environmental Influences on Consumer Behaviour</b>			<b>No. of Hrs: 12</b>
Cultural influences - Social class - Reference groups and family influences - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences. <b>Social Class:</b> Social class & Social status, the dynamics of status consumption, Features of Social Class, Five Social-Class Categories in India. <b>Culture:</b> Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour. Subculture division and consumption pattern in India, Types of subcultures. Cross-cultural consumer analysis <b>Groups:</b> Types Family: The changing structure of family, Family decision-making and consumption related roles, The family life cycle & marketing strategy. <b>Reference Groups:</b> Understanding the power & benefits of reference groups, Factors that affect reference group influence, Types of reference group, Reference Group Appeals.			
<b>Module 4: Consumerism and CRM</b>			<b>No. of Hrs: 9</b>
The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, Facets and elements of CRM, CRM process, Importance of CRM, planning and managing CRM program. Types of CRM Strategies for building relationship marketing, e-CRM, Meaning, Importance of e-CRM, Difference Between CRM & e-CRM, case study.			



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<b>Module 5: Personality and Perception</b>	No. of Hrs: 11
<p><b>Personality:</b> Basics of Personality, Theories of Personality and Marketing Strategy (Freudian Theory, Neo-Freudian Theory, Trait Theory), Applications of Personality concepts in Marketing, Personality and understanding consumer diversity, Brand Personality, Self and Self-Image.</p> <p><b>Perception:</b> Basics of Perception &amp; Marketing implications, Elements of Perception, Dynamics of Perception, Influence of perception on CB, Consumer Imagery, Perceived price, Perceived quality, price/quality relationship, Perceived Risk, Types of risk.</p>	
<p><b>Course Outcomes:</b> At the end of the course, the student will be able to:</p> <ol style="list-style-type: none"> <li>1. Summarize factors that influence consumer behavior inclusive of society and culture.</li> <li>2. Identify the dynamics and the factors influencing the consumer decision process</li> <li>3. Apply the concept of cultural factors for preparing marketing strategies</li> <li>4. Apply CRM strategies to make customers loyal.</li> <li>5. Identify the impact of the motivation, personality and perception on consumers.</li> </ol>	
<p><b>TEXT BOOKS</b></p> <ol style="list-style-type: none"> <li>1. Leon Schiffman, Leslie. “Consumer Behaviour” 12<sup>th</sup> Edition, Pearson Education,2018</li> <li>2. Dr. Dheeraj Sharma, Jagdish N Sheth, Banwari Mittal, “Consumer Behaviour: A Managerial Perspective” 2<sup>nd</sup> edition, Cengage Learning,2015</li> </ol>	
<p><b>REFERENCE BOOKS</b></p> <ol style="list-style-type: none"> <li>1. Sethna. “Consumer Behaviour”4th Ed, Sage Publications,2019</li> <li>2. Ramesh Kumar, “Advertisement Brands &amp; Consumer Behaviour-Case” 2<sup>nd</sup>Edition, Sage Publications, 2020.</li> <li>3. Blackwell and Engel. “Consumer Behavior”, 10<sup>th</sup> Edition, Cengage Publication,2017.</li> </ol>	
<p><b>Weblinks:</b></p> <ol style="list-style-type: none"> <li>1. Introduction to consumer behaviour <a href="https://youtu.be/ctMpHpJouoU">https://youtu.be/ctMpHpJouoU</a></li> <li>2. Introduction to the Study of Consumer Behaviour <a href="https://youtu.be/jSrC-EWYIJQ">https://youtu.be/jSrC-EWYIJQ</a></li> <li>3. Consumer decision process <a href="https://youtu.be/dptzjrKRAm8">https://youtu.be/dptzjrKRAm8</a></li> <li>4. Why consumer behaviour is important <a href="https://youtu.be/60eRK7AwgWM">https://youtu.be/60eRK7AwgWM</a></li> </ol>	



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<b>MERGERS, ACQUISITION AND CORPORATE RESTRUCTURING</b>			
Semester	<b>IV</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE631</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>3:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>42</b>	Credits	<b>03</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Impart the knowledge of concepts of merger and acquisition.</li> <li>2. Establish knowledge of the financial evaluation of merger and acquisition.</li> <li>3. Familiarize with the aspects of post-acquisition integration.</li> <li>4. Familiarize with different forms of corporate restructuring</li> </ol>			
<b>Module 1: Mergers and Acquisitions (M&amp;A)</b>			No. of Hrs: 9
Introduction of M & A, Meaning-types of mergers–Merger Motives-Theories of Mergers, Reasons for failures of M & A, synergy-types of synergy–value creation in M&A.			
<b>Module 2: Financial Evaluation of Merger and Acquisition</b>			No. of Hrs: 8
Merger as a capital budgeting-Business valuation approaches-asset based, market based and income-based approaches-Exchange Ratio (Swap Ratio)-Methods of determining the exchange rate, Case studies.			
<b>Module 3: Accounting aspects of Amalgamation</b>			No. of Hrs: 10
Types of amalgamations- merger and purchase-Methods of Accounting-Pooling of interest method and Purchase method–Calculation of purchase consideration-Journal entries in the books of transferor & transferee company-Ledger accounts in the books of transferor and transferee companies, Case studies.			
<b>Module 4 : Acquisitions/Takeovers &amp; Post acquisition integration</b>			No. of Hrs: 8
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 01.02.2023 acquisition –Stages in the integration process.			
<b>Module 5: Introduction to Corporate Restructuring</b>			No. of Hrs: 7
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, Cross-border mergers and acquisitions.			
<b>Course Outcomes:</b>			
At the end of the course, the student will be able to:			
<ol style="list-style-type: none"> <li>1. Summarize the concepts of Merger and Acquisition.</li> <li>2. Apply the theories of merger in Merger and Acquisition process.</li> <li>3. Apply the aspects of post-acquisition integration.</li> <li>4. Analyze the financial aspects of amalgamation and takeover.</li> </ol>			



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## TEXT BOOKS

1. Rabi Narayan Kar and Minakshi, “Mergers Acquisitions & Corporate Restructuring - Strategies & Practices”, 3<sup>rd</sup> Edition, Taxmann’s, 2017.
2. R. L. Guptha & V.K. Guptha, “Principles and Practice of Accountancy”, 14<sup>th</sup> Edition, Sultan Chand & Sons, 2019.

## REFERENCE BOOKS

1. Chandrashekar, Krishnamurti & Vishwanath S, “Mergers, Acquisitions and Corporate Restructuring: Text and Cases”, 2<sup>nd</sup> Edition, Sage Publications, 2018.
2. Sheeba Kapil and Kanwal N. Kapil, “Mergers and Acquisitions”, 2<sup>nd</sup> Edition, Wiley, 2017.

## Weblinks:

- 1 Ministry of corporate acquisition.  
<https://www.mca.gov.in/MinistryV2/mergers+and+acquisitions.html>
- 2 Institute of M&A and alliance:  
<https://imaa-institute.org/e-library-m-and-a>
- 3 Merger Strategies  
<https://www2.deloitte.com/content/dam/Deloitte/us/Documents/mergers-acquisitions/us-mamaking-the-deal-work-strategy.pdf>
- 4 Motives for Mergers: <https://corporatefinanceinstitute.com/resources/knowledge/deals/motives-for-mergers/>



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<b>TAX MANAGEMENT</b>			
Semester	<b>IV</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE632</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>3:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>42</b>	Credits	<b>03</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Impart knowledge of the basic concepts of Income tax.</li> <li>2. Familiarize with the computation of taxable income under the head Salary.</li> <li>3. Disseminate the knowledge on basic principles of Indian Indirect tax laws.</li> <li>4. Share the knowledge on process of Registration and filing of returns.</li> </ol>			
<b>Module 1: Introduction to Income Tax</b>			No. of Hrs: 8
Basic Concepts and definitions, Capital and revenue – receipts, expenditures, Basis of charge and scope of total income, Residential Status and Incidence of Tax, Incomes which do not form part of Total Income (Sec.10), Tax Planning, Tax Evasion and Tax Management.			
<b>Module 2: Income from Salary</b>			No. of Hrs: 8
Meaning of salary, allowances, valuation & taxability of perquisites, and Death cum retirement benefits, deductions against salary. Income from House Property.			
<b>Module 3: Permissible Deductions</b>			No. of Hrs: 7
Permissible deductions under section 80C to 80U, computation of tax liability of Individuals.			
<b>Module 4 : Introduction to Goods and Services Tax (GST)</b>			No. of Hrs: 10
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 and services exempted from GST.			
<b>Module 5: GST Registration, Returns under GST</b>			No. of Hrs: 9
<b>GST Registration:</b> Types of Registration & Provisions: Persons liable and not liable for Registration, Compulsory Registration, Voluntary Registration, Deemed Registration, Suo Motu Registration, Procedure for Registration, GSTIN, Computation of aggregate turnover.			
<b>Returns under GST:</b> Benefits, features, Modes of filing returns, Furnishing of Returns, First Return, Annual return and Final return			



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## Course Outcomes:

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

1. Relate the basic concepts of Direct and Indirect Tax.
2. Infer the GST laws relating to registration.
3. Apply the permissible deduction in the computation of tax liability.
4. Apply the knowledge of taxation in the computation of income from salary
5. Compute the filing of returns under indirect taxation.

## TEXT BOOKS

1. Vinod Singhania and Kapil Singhania, “Direct Taxes Law and Practice”, 13<sup>th</sup> Edition, Taxman Publications, 2023.
2. Vinod Singhania and Kapil Singhania “Students Guide to Income Tax”, 3<sup>rd</sup> Edition, Taxman Publications, 2024
3. K M Bansal “PGST and Customs Law”. 3<sup>rd</sup> Edition, Taxman’s Publication, 2023
4. V S Datey, “Indirect Taxes Law and Practices”, 1<sup>st</sup> Edition, Taxman’s publication, 2019

## REFERENCE BOOKS

1. T N Manoharan “Students Guide to Income Tax”, 1<sup>st</sup> Edition, Snow White publication, 2024.
2. Lal&Vashisht, “Direct Tax” 1<sup>st</sup> Edition, Pearson publication, 2024-25
3. B. Viswanathan, “Goods & Services Tax (GST) in India”, 2<sup>nd</sup> Edition, UBS Publishers, 2024.

## Weblinks:

1. Basics of income tax:  
<https://cleartax.in/s/income-tax-basics-for-beginners>,  
<https://www.youtube.com/watch?v=fyqBAGCmqAo&pp=ygUeMS4JQmFzaWNzIG9mIGluY29tZSB0YXg6ICBsaW5r>
2. Allowances and Perquisites:  
[https://www.youtube.com/watch?v=GHCELor\\_2aQ&pp=ygUjSTluCUFsbG93YW5jZXMgYW5kIFBlcnF1aXNpdGVzIGxpbnMs0%3D](https://www.youtube.com/watch?v=GHCELor_2aQ&pp=ygUjSTluCUFsbG93YW5jZXMgYW5kIFBlcnF1aXNpdGVzIGxpbnMs0%3D)



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<b>MANAGEMENT ACCOUNTING AND CONTROL SYSTEMS</b>			
Semester	<b>IV</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE633</b>	SEE Marks	<b>50</b>
Teaching Hours/Week (L:T:P)	<b>3:0:0</b>	Exam Hrs	<b>03</b>
Total Hours	<b>42</b>	Credits	<b>03</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Impart the knowledge of Management accounting for decision-making in business.</li> <li>2. Provide an overview of Cost-Volume-Profit and other cost-related analyses.</li> <li>3. Acquaint the students with variance analysis and its importance in operations.</li> <li>4. Familiarize the students with the latest developments in accounting and reporting.</li> </ol>			
<b>Module 1: Introduction to Data and Management Decision-Making</b>			No. of Hrs: 9
Definition, Scope, and Objectives of Management Accounting; Differences Between Financial, cost, and Management Accounting; Role of Management Accounting in Decision-Making. Management Control - Operational Control – Task Control. Concept of Cost Centers, Profit Centers and Investment Centers- Sources for Cost Information, Cost Units- Classification of Costs- Cost Analysis for Management Decision Making			
<b>Module 2: Cost-Volume-Profit (CVP) Analysis and Break-Even Point (BEP) Analysis</b>			No. of Hrs: 8
Cost Behavior: Fixed, Variable, and Mixed Costs; Contribution Margin and Contribution Margin Ratio, CVP Analysis for Profit Planning, Break-Even Analysis: Concepts and Applications, Margin of Safety, case studies			
<b>Module 3: Short-Term Business Decisions</b>			No. of Hrs: 8
Make-or-Buy Decisions: Key Factors and Case Applications, Add or Delete Product Line/Service Decisions, Special Order Decisions and Opportunity Costs, Product Mix Decisions Under Constraints, Pricing Decisions Using Relevant Costs, case study.			
<b>Module 4: Variance Analysis</b>			No. of Hrs: 8
Material, Labour, and Overhead Variances; Sales Volume and Sales Price Variances; Operational vs. Planning Variances.			
<b>Module 5: Responsibility Accounting and Sustainability</b>			No. of Hrs: 9
Responsibility Accounting and Performance Reporting; Concept of Responsibility Centers; Performance Measurement for Cost, Profit, and Investment; Environmental, Social, and Governance (ESG) Reporting; Triple Bottom Line (TBL) Reporting; Sustainability Performance Metrics; Green Accounting and Carbon Footprint Analysis			



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## Course Outcomes:

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

1. Relate the support of management accounting in business decision making
2. Analyze the behaviour of fixed, variable, and mixed costs in various business scenarios.
3. Apply different types of costs for short-term business decisions.
4. Apply variance analysis to improve operational business efficiency.
5. Summarize the concepts of responsibility accounting and sustainability in business.

## TEXTBOOKS

1. M.N.Arora “A Textbook of Cost and Management Accounting”, 11<sup>th</sup> Edition, Vikas Publishing, 2021
2. T.S. Reddy & Y. Hariprasad Reddy, “Management Accounting”, 6<sup>th</sup> Edition, Margham Publications, 2023

## REFERENCE BOOKS

1. Gunnar Rimmel, “Accounting for Sustainability”, 1<sup>st</sup> Edition, Taylor & Francis, 2020.
2. M. Y. Khan & P.K. Jain, “Management Accounting”, 8<sup>th</sup> Edition, McGraw Hill, 2021.

## Weblinks:

1. Variance Analysis: [problems on variance analysis - YouTube](#)
2. CVP Analysis: [Contribution Format Income Statement - YouTube](#)
3. Make or Buy: [problems on make or buy - YouTube](#)
4. ESG : [Environmental, Social and Governance \(ESG\) | Framework and Standards - YouTube](#)





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<b>CONFLICT AND NEGOTIATION MANAGEMENT</b>			
Semester	<b>IV</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE634</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>3:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>42</b>	Credits	<b>03</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Impart the knowledge of various dimensions of conflict.</li> <li>2. Enable the students with the knowledge of techniques to manage conflicts.</li> <li>3. Provide an overview of importance and role of negotiation in conflict resolution.</li> <li>4. Familiarize the importance of cross-cultural and gender dimensions of negotiation.</li> </ol>			
<b>Module 1: Introduction to Conflict</b>			No. of Hrs: 8
Conflict: Definition, Meaning, Theories, Types of Conflicts - Productive and Destructive. Levels of conflict–intrapersonal, interpersonal, group & organizational conflicts, Process and Structural Models. Myths about conflicts: cognitive (Pseudo conflict), process, and Inter-personal conflict (ego conflict), causes of conflict: common causes, organizational and interpersonal of conflict: traditional, Contemporary and Integrationist, Causes for work place conflicts–Harassment and discrimination.			
<b>Module 2: Analogy of Conflict</b>			No. of Hrs: 9
Analogy of Conflict: Stages of conflicts: grievances, personal needs, lack of monetary benefits and Incentives, promotion and recognition, harassment, discrimination, prejudice and Bias, identity unconcern attitudes of administration, frustration, escalation of conflicts, and violence, Cost and effect of conflicts. Perspectives of conflict - organizational and individuals. Spectrum of conflicts- personal conflicts, group conflicts, labour conflicts, social and political conflicts, Contingency conflict management process, cost of workplace conflict, conflict mapping and tracking.			
<b>Module 3: Conflict Management</b>			No. of Hrs: 9
Nature of conflict Management, Managing conflict: Thomas conflict resolution approach, behavioural style and conflict handling, Cosier-Schank model of conflict resolution. Strategies for resolving individual, team and organizational level conflict, conflict resolution process–persuasion, counselling and reconciliation skills, negotiation and arbitration, skills for conflict management – Listening, Mentoring, Mediating, Negotiating, Counselling, Diplomacy, Emotional Intelligence, conflict regulation reduction, resolution, transformation.			
<b>Module 4: Negotiation</b>			No. of Hrs: 08
Negotiation strategies, six foundations of negotiation, negotiations, negotiation process, Principles for successful negotiations, Factors and essential skills for negotiation, psychological advantage of negotiations, issues in negotiations, strategy and tactics for distributive bargaining.			



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<b>Module 5: Managing Negotiations</b>	No. of Hrs: 8
<p><b>Negotiation-Resolving Disputes:</b> Dispute Settlement Negotiation (DSN) and Deal Making Negotiation (DMN), importance of BATNA (Best alternative to a negotiated agreement) and ZOPA (Zone of possible agreement) in Dispute Settlement, Negotiation Strategy and tactics for integrative negotiation. Finding and using negotiation power, sources of Power, Implications of Negotiation on Policy making, and Ethics in negotiation.</p> <p><b>Managing Impasse and difficult negotiations:</b> Impasse-Meaning, definition Third party approaches: Third party interventions, formal intervention methods – Arbitration, Mediation and Process Consultation, Informal intervention methods.</p>	
<p><b>Course Outcomes:</b> At the end of the course, the student will be able to:</p> <ol style="list-style-type: none"> <li>1. Summarize all the concepts and dimensions of conflict and negotiation.</li> <li>2. Apply the various types of costs and its effects to organizational conflicts</li> <li>3. Apply various conflict models to arrive at conflict resolution strategies.</li> <li>4. Identify the appropriate grievance machinery for managing Inegotiations and disputes.</li> <li>5. Apply negotiation strategies for effective bargaining.</li> </ol>	
<p><b>TEXTBOOKS</b></p> <ol style="list-style-type: none"> <li>1. Eirene Leela Rout, Nelson Omiko, “Corporate Conflict Management - Concepts and Skills”, 3<sup>rd</sup> Edition, Prentice India, 2007.</li> <li>2. B.D.Singh, “Managing Conflict and Negotiation”, 1<sup>st</sup> edition, Excel books, 2008.</li> <li>3. Barbara A Budjac Corvette, “Conflict Management: Practical guide to develop Negotiation Strategies”, 1<sup>st</sup> Edition, Pearson Prentice Hall, 2006,</li> <li>4. M. Afzalur Rahim, “Managing Conflictin Organizations”, 4<sup>th</sup> Edition, Transaction Publishers, 2011.</li> </ol>	
<p><b>REFERENCE BOOKS</b></p> <ol style="list-style-type: none"> <li>1. Roy J. Lewicki, David M. Saunders, Bruce Barry, “Negotiations”, 5<sup>th</sup> edition, McGraw Hill, 2005.</li> <li>2. Oliver Ramsbotham, Hugh Miall, “Contemporary Conflict Resolution”, 3<sup>rd</sup> edition, Polity publishers, 2011</li> </ol>	
<p><b>Web links:</b></p> <ol style="list-style-type: none"> <li>1. Types and fundamentals of conflicts: <a href="https://www.youtube.com/watch?v=wYb_PKTawE4">https://www.youtube.com/watch?v=wYb_PKTawE4</a></li> <li>2. Lecture on negotiation skills: <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>3. Negotiations and peace: <a href="https://l.artofliving.org/peaceincolombia-en">https://l.artofliving.org/peaceincolombia-en</a></li> </ol>	



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<b>LEARNING, TRAINING AND DEVELOPMENT</b>			
Semester	<b>IV</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE635</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>3:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>42</b>	Credits	<b>03</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Impart knowledge on various concepts and theories of Learning and development</li> <li>2. Acquaint various types of learning to match organization demands</li> <li>3. Familiarize with learning transfer strategies by comparing training and learning</li> <li>4. Impart insights into career planning and development programs.</li> </ol>			
<b>Module 1: Introduction to Learning</b>			No. of Hrs: 8
Meaning and significance, the Learning Cycle, the forces influencing working and learning, classification of learning capabilities, learning theories, Reinforcement Theory, Social Learning Theory, Goal Theories, Expectancy Theory, Adult Learning Theory, pedagogy and andragogy; The Learning Process.			
<b>Module 2: Learning methods</b>			No. of Hrs: 9
Developing Effective Online Learning, Blended Learning, Mobile Technology & Training Methods, Intelligent Tutoring Systems, Distance Learning, Meaning and significance of outward bound learning (OBL) method, process of OBL, risk, safety and ethical issues. Increased Use of New Technologies for Learning, Increased Demand for Learning for Virtual Work Arrangements, Forces influencing learning,			
<b>Module 3: Introduction to Training</b>			No. of Hrs: 9
Nature, inputs in training and development, Designing effective training, Strategic training, characteristics influencing transfer of training, <b>Training Needs Analysis:</b> Meaning and significance of training needs, types of needs, components of needs, data collection, analysis and interpretation. Meaning and significance of training design and development, principles of training design, design process, identifying the training objectives, determining structure, content, duration, method, learning activities.			
<b>Module 4 : Training methods, implementation and Evaluation</b>			No. of Hrs: 7
Training Methods: Presentation Methods, Hands-on Methods, Simulations, Group Building Methods, technology's Influence on training, Technology & Multimedia, Computer-Based Training, Meaning and significance of training implementation, skills of an effective trainer. Reasons for Evaluating Training and significance of training evaluation, Donald Kirkpatrick's Evaluation Model, Return on investment in Training, Types of evaluation designs.			
<b>Module 5: Executive Management and Career Development</b>			No. of Hrs: 9
Need, factors affecting MDP, methods, process, administration, delivery, costing & pricing, Company Strategies for Providing Development, Increased use of partnership & Outsourcing training. Careers and Career Management: A Model of Career development (Career Stages), Career Management System.			



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## Course Outcomes:

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

1. Summarize key concepts in employee learning and development.
2. Identify various types of training needs that align with organizational goals.
3. Apply learning transfer strategies to implement effective training programs
4. Apply strategies for executive, management development, and career management.

## TEXT BOOKS

1. P Nick and Blanchard, "Effective Training", 7<sup>th</sup> Edition, Sage Publications, 2023
2. Dr. B. Janakiraman, Biztantra "Training & Development", 1<sup>st</sup> Revised Edition, Wiley Dreamtech, 2007
3. Amitabha Sengupta, "Human Resource Management, Concepts, Practices and New Paradigms", 1<sup>st</sup> Edition, Sage Publications, 2018.

## REFERENCE BOOKS

1. Rolf Lynton & Udai Pareek "Training for Development", 1<sup>st</sup> Edition, Sage Publications, 2011.
  2. Ratan Reddy, "Effective HR Training Development Strategy", 3<sup>rd</sup> Edition, HPH, 2015.
  3. Rebecca Page-Tickell "Learning and Development", Kogan 1<sup>st</sup> Edition, Page Publisher 2014
- Noe A Raymond "Employee Training & Development", 2nd edition, McGraw Hill Publication. 2002.

## Weblinks:

1. Training and Learning  
<https://www.youtube.com/watch?v=6SQOf3rFPK8>
2. Employees without development  
<https://www.youtube.com/watch?v=i-GMXULogIM>



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<b>STRATEGIC TALENT MANAGEMENT</b>			
Semester	<b>IV</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE636</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>3:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>42</b>	Credits	<b>03</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Acquaint with the knowledge to develop and retain the best talents in the industry</li> <li>2. Prepare students for a career in Talent Management.</li> <li>3. Impart the concepts of competency and its usage in evaluating a person's work</li> <li>4. Provide knowledge on different tools in identifying required competencies in a person.</li> </ol>			
<b>Module 1: Introduction</b>			No. of Hrs: 7
Basics of Talent Management: Talent- engine of the new economy, difference between talents and knowledge workers, the talent value chain, elements of talent friendly organizations, talent management process, Benefits of Talent Management System; creating TMS, challenges of TMS, Building blocks of talents management:			
<b>Module 2: Talent Planning</b>			No. of Hrs: 8
Talent Planning: Concept, succession management process, Integrating succession planning and career planning, designing succession planning program, strategic accountability approach in developing the workforce, balanced scorecard, talent development budget, contingency plan for talent; CEO Succession planning.			
<b>Module 3: Development and Retention of Talent</b>			No. of Hrs: 8
Developing and Retaining Talent – Potential identification and development, coaching for sustained & desired change, integrating coaching, training and development with talent management, employee retention- motivation and engagement, Return on talent; age of analytics, making outplacement as a part of talent strategy, developing talent management information system, Case studies.			
<b>Module 4: Competency Mapping</b>			No. of Hrs: 9
Concepts and definition of competency; types of competencies, competency-based HR systems, 5-level competency model, competency model development, competency models: people capability maturity model , developing competency framework, competency profiling , competency mapping tools , use of psychological testing in competency mapping, Role play about competency planning.			
<b>Module 5: Measuring performance</b>			No. of Hrs: 10
Measuring Performance, Assessment and Development Centre: performance assessment, diagnosing reasons for performance problems, designing an effective performance management system, sources of errors in performance measurement, case studies.			



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## Course Outcomes:

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

1. Describe how to develop and retain best talents in the industries.
2. Summarize the methods of coaching to retain skilled workforce.
3. Identify the competencies relevant to specific roles.
4. Outline the concepts of competency and its usage in evaluating a person's ability.
5. Identify the right performance measurement tool build required competencies.

## TEXT BOOKS

1. Gowri Joshi, Veena Vohra, "Talent Management", 13<sup>th</sup> edition, Cengage Learning, 2018.
2. Lance A. Berger & Dorothy R. Berger, "The Talent Management Hand Book", 2<sup>nd</sup> Edition, Tata McGraw Hill, 2010.

## REFERENCE BOOKS

1. Lyle M. Spencer, Signe M. Spencer, "Competence at work-Models for superior performance" 1<sup>st</sup> Edition, Wiley India, 2008.
2. Srinivas R Kandula, "Competency based human Resource Management" 2<sup>nd</sup> Edition, PHI Learning, 2013.

## Weblinks:

1. Talent management handbook  
<https://www.pdfdrive.com/the-talent-management-handbook-e33563313.html>
2. Talent Management Research Paper  
[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)
3. Talent Retention  
[https://www.youtube.com/watch?v=Pk8hN7lw\\_RA](https://www.youtube.com/watch?v=Pk8hN7lw_RA)



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<b>MARKETING ANALYTICS</b>			
Semester	<b>IV</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE637</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>3:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>42</b>	Credits	<b>03</b>
<b>Course Learning Objectives:</b>			
This course is designed to:			
<ol style="list-style-type: none"> <li>1. Impart knowledge on analytical techniques in marketing data</li> <li>2. Provide insights of consumer value analysis and exploratory data analysis for the marketing data</li> <li>3. Familiarize with usage of analytics to optimize pricing strategies and measure promotional effectiveness.</li> </ol>			
<b>Module 1: Introduction to Marketing Data</b>			No. of Hrs: 8
Customer value, conjoint analysis, analytics for customer segmentation and targeting, product design, deciding the attributes of a product, test marketing, demand forecasting.			
<b>Module 2: Pricing Analytics</b>			No. of Hrs: 8
Pricing, linear and non-linear pricing, price optimization, price bundling, discounted pricing, price skimming, revenue management, markdown pricing.			
<b>Module 3: Promotion Analytics</b>			No. of Hrs: 10
Marketing mix models and advertising models, recommender system, market basket analysis and RFM analysis, media selection model, measure the effect of advertisement, Google AdWords, bid and CPC, viral marketing.			
<b>Module 4: Consumer Value Analysis</b>			No. of Hrs: 8
Making decision by summarizing the marketing data, customer churn & customer lifetime value, text mining and sentiment analytics, analyzing customer reviews, Twitter reviews analysis, understating consumer emotions, measuring consumer satisfaction, loyalty and trust.			
<b>Module 5: Exploratory Analysis for Marketing Data</b>			No. of Hrs: 8
Text Mining and Product Innovation Management, Social Network Analysis for Marketing, Item exploration Exploratory Factor Analysis Cluster Analysis, Compare the Sales Performance.			
<b>Course Outcomes:</b>			
At the end of the course, the student will be able to:			
<ol style="list-style-type: none"> <li>1. Summarize the application of analytics in marketing</li> <li>2. Apply pricing and promotion analytics to optimize revenue and marketing spend.</li> <li>3. Make use of consumer data and Conduct exploratory data analysis of marketing data.</li> </ol>			



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## TEXT BOOKS:

1. Moutusy Maity & Pavankumar Gurazada. “Marketing Analytics for strategic decision making”, 1st Edition Oxford University Press, 2021.
2. Seema Gupta & Avadhoot Jathar, “Marketing Analytics”, 1<sup>st</sup> Edition, Wiley, 2021.

## REFERENCE BOOKS:

1. Hair, J., Harrison, D.E., and Ajjan, H., “Essentials of Marketing Analytics” 1st Edition MCGraw Hill, 2022.
2. Lillien, G.L., Rangaswamy, A., and De Bruyn “Principles of Marketing Engineering and Analytics” 3<sup>rd</sup> Edition, DecisionPro, 2017.

## Weblinks :

1. Marketing Analytics Basics  
<https://analytic-edge.com/blog/a-complete-guide-to-marketing-analytics/>
2. Marketing Analytics  
<https://www.coursera.org/learn/marketing-analytics-foundation>
3. Marketing Analytics  
[https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=4053213](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4053213)



<b>HR ANALYTICS</b>			
Semester	<b>IV</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE638</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>3:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>42</b>	Credits	<b>03</b>
<b>Course Learning Objectives:</b>			
This course is designed to:			
<ol style="list-style-type: none"> <li>1. Impart knowledge on fundamental concepts of HR Analytics</li> <li>2. Familiarize students to HR frameworks to measure HR performance.</li> <li>3. Provide an overview of data-driven HR insights for organizational benefits.</li> <li>4. Familiarize with predictive HR analytics to and make data-driven decisions.</li> </ol>			
<b>Module 1: HR Analytics in Perspective</b>			No. of Hrs: 8
Basics of HR Analytics, Role of Analytics, Analytical capabilities, Analytic value chain, Analytical Model, Typical application of HR analytics. HR Analytics: The Third Wave for HR value creation, HR Measurement journey in tune with HR maturity journey, Lean organizational system, Locating the HR challenge in the system, Valuing HR Analytics in the organizational system.			
<b>Module 2: Predictive HR Analytics</b>			No. of Hrs: 8
Steps involved in predictive analytics: Determine key performance indicator, analyze and report data, interpreting the results and predicting the future. Metrics and Regression analysis and Causation.			
<b>Module 3: HRA Frameworks</b>			No. of Hrs: 9
Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: LAMP, HCM:21 and Talentship.			
<b>Module 4: Insight into Data Driven HRA</b>			No. of Hrs: 8
Data sources, data issues, Connecting HR Analytics to business benefits, Techniques for establishing questions, Building support and interest, Obtaining data, Cleaning data (exercise), Supplementing data.			
<b>Module 5: HR Metrics &amp; Scorecard</b>			No. of Hrs: 9
HR Metrics – Defining metrics, Demographics, data sources and requirements, Types of data, tying data sets together, Difficulties in obtaining data, ethics of measurement and evaluation. Human capital analytics continuum, HR Dashboards, Tools for HR analytics. HR Scorecard: Assessing HR Program, engagement and turnover, linking HR data to operational performance, HR Data and stock performance. Creating HR Scorecard, develop an HR measurement system, guidelines for implementing a HR Scorecard.			



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## Course Outcomes:

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

1. Summarize the basic concepts of HR data analytics.
2. Apply HR Analytics for data-driven decision-making.
3. Apply predictive HR models for interpreting the results and predicting the future.
4. Summarize HR metrics and HR Scorecards to optimize human capital.

## TEXT BOOKS

1. Jac Fitz-enz, John R. Mattox, “Predictive analytics for Human Resources”, 2<sup>nd</sup> Edition, Wiley, 2014.
2. Gene Pease Boyce Byerly, Jac Fitz-enz, “Human Capital Analytics”, 1<sup>st</sup> Edition, Wiley, 2013.

## REFERENCE BOOKS

1. Brian E. Becker, Mark A. Huselid David Ulrich “The HR Scorecard: Linking People, Strategy, and Performance”, 2001.
2. Jac FITZ-ENZ, “The New HR Analytics: Predicting the Economic Value of Your Company's Human”, 1<sup>st</sup> Edition, 2010

## WebLinks:

1. HR Analytics and Metrics  
<https://www.pdfdrive.com/predictive-hr-analytics-mastering-the-hr-metric-e188006190.html>
2. Workforce Analytics  
<https://www.pdfdrive.com/hr-metrics-and-workforce-analytics-e20835652.html>
3. HR Analytics  
<https://www.youtube.com/watch?v=zogLCssWOTs>

<b>FINANCIAL DERIVATIVES</b>			
Semester	<b>IV</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE641</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>52</b>	Credits	<b>04</b>
<b>Course Learning Objectives:</b> This course is designed to:			
<ol style="list-style-type: none"> <li>1. Impart knowledge of derivatives market for making investment decisions</li> <li>2. Impart the knowledge of fundamental concepts of financial derivatives.</li> <li>3. Familiarize the students with the commodity derivatives.</li> <li>4. Strengthen the essential knowledge about valuation of various securities.</li> </ol>			
<b>Module 1: Introduction to Derivatives</b>			No. of Hrs: 10
<p><b>Financial Derivatives:</b> Factors causing growth of derivatives, functions of derivatives market, Derivative market players, Derivatives market in India.</p> <p><b>Commodity Derivative Market:</b> Commodity derivative exchanges (with commodities traded) in India, trading and settlement system of commodity derivatives-SEBI Guidelines for commodity market-commodities traded, case study.</p>			
<b>Module 2: Futures and Forwards</b>			No. of Hrs: 9
Hedging through futures/forwards, marking-to-market (MTM) process, index and commodity futures, valuation of futures/forwards using cost of carry model. Arbitrage process, interest rate futures & options.			
<b>Module 3: Valuation of Securities</b>			No. of Hrs: 12
Option pricing, factors affecting option pricing, valuation of option contracts using Black & Scholes model and Binomial model, put-call parity theory. Option Greeks, option trading strategies, interest rate options, case study.			
<b>Module 4: Financial Swaps</b>			No. of Hrs: 10
Introduction to swaps, types of financial swaps: interest rate swaps, currency swaps, equity swap and commodity swap, Mechanics of interest rate swaps, currency swaps and triangular swap, valuation interest rate swaps			
<b>Module 5: Credit Derivatives &amp; Value-at-Risk</b>			No. of Hrs: 11
Credit Derivatives, total return swap (TRS), credit default swap (CDS), asset backed securities (ABS), collateralized debt obligation (CDO). Forward rate agreement (FRA), zero rates, forward rate. Value-at-Risk-meaning, VaR models-stress testing and back testing. (Numerical problems only on VaR, Zero Rate and Forward rate), case study.			



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## Course Outcomes:

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

1. Summarize the fundamentals and functions of financial derivatives markets
2. Apply futures and forwards for hedging and arbitrage for practical problem-solving.
3. Analyze derivative market and commodity option contracts for a solution.
4. Analyze swap contracts to solve problems of international challenges.
5. Apply various concepts of financial markets to derive a solution for better settlements

## TEXT BOOKS

1. John C Hull & Sankaran Basu, “Options, Futures & Other Derivatives”. 1<sup>st</sup> Edition, Pearson Education, 2018.
2. Prakash Yaragol “Financial Derivatives-Text and Cases”, 1<sup>st</sup> Edition, Vikas Publishing House, .2019.

## REFERENCE BOOKS

1. Vohra and Bagri, Options&Futures, 2<sup>nd</sup> edition, Tata McGraw-Hill,2017.

## Weblinks:

1. Link to the equity derivatives section of NSE  
<https://www.nseix.com/markets/about-our-products/list-of-underlying/equity-derivatives>
2. Overview of Derivatives- IIT Roorkee  
<https://www.youtube.com/watch?v=pJDMgEpn-bM&t=1765s>



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<b>CORPORATE VALUATION</b>			
Semester	<b>IV</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE642</b>	SEE Marks	<b>50</b>
Teaching Hours/Week (L:T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hours	<b>52</b>	Credits	<b>04</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Acquaint the knowledge of the basics corporate valuation process.</li> <li>2. Impart the knowledge of standard techniques of corporate valuation.</li> <li>3. Provide analytical skills and communication strategies for discussing corporate valuation.</li> <li>4. Familiarize with how capital structure and leverage decisions impact firm valuation.</li> </ol>			
<b>Module 1 :Introduction to Corporate Valuation</b>			No. of Hrs: 12
Approaches to Valuation-Features of the valuation process: Enterprise DCF Model-Analysing historical performance-Estimating the cost of Capital-Forecasting performance-Estimating the continuing value-Calculating and interpreting the results-Other DCF models: Equity DCF Model: Dividend discount model, free cash flow to Equity (FCFE) model-Adjusted present value model-Economic profit model-Applicability and Limitations of DCF analysis, case studies.			
<b>Module 2:Non-DCF Approaches to Valuation</b>			No. of Hrs: 11
Book value approach, Adjusted book value approach, Stock and debt approach. Market efficiency and valuation. Call option based valuation. Relative valuation-Steps involved in Relative valuation-Equity valuation multiples-Enterprise valuation multiples-Choice of multiple-Best practices using multiples-Assessment of relative evaluation, Case studies.			
<b>Module 3:Issues in Valuation</b>			No. of Hrs: 10
Valuation of companies of different kinds-valuation in different contexts-Loose ends of valuation-Valuation of intangible assets: Patents, trademarks, copyrights and licenses; Franchises; Brands, Weighted Average Cost of Capital, Flow to equity method, case studies			
<b>Module 4: Strategic Financing Decisions</b>			No. of Hrs: 9
Valuation and financing Decisions in ideal capital markets, Capital structure and value in a perfect world, Information asymmetry, Share buyback and valuation.			
<b>Module 5:Value Based Management &amp;Leverage Decisions</b>			No. of Hrs: 10
Value Based Management- Methods and Key premises of VBM-Marakon approach-Alcar approach-McKinsey approach-Stern Stewart approach-BCG approach-Lessons from the experiences of VBM adopters. Agency costs of Debt, financial distress, Bankruptcy. Role of Government, securities Markets and financial institutions in IPO valuations and M&As. Case study			



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## Course Outcomes:

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

1. Summarize fundamentals of corporate valuation, process, methods, and advanced issues.
2. Apply standard corporate valuation models to estimate the value of businesses and assets.
3. Apply on discounted cash flow approaches to estimate company's overall value of the firm.
4. Apply financing principles to assess the impact of capital structure, information asymmetry, and share buybacks on firm valuation.
5. Apply value-based management approaches and leverage principles to assess their impact on firm value.

## TEXT BOOKS

1. Prasanna Chandra, "Corporate Valuation and Value Creation", 1st Edition, Tata McGraw Hill, 2011.
2. Aswath Damodaran, "Damodaran on Valuation: Security Analysis for Investment and Corporate Finance", 2nd Edition, Wiley, 2006.
3. Tim Koller, Marc Goedhart & David Wessels, "Valuation: Measuring and Managing the Value of Companies", 7th Edition, McKinsey & Company, 2020.

## REFERENCE BOOKS

1. Philip R. Daves, Michael C. Ehrhardt & Ron E. Shrieves, "Corporate Valuation: A Guide for Managers and Investors", 1st Edition, Cengage Learning, 2003.
2. David Frykman & Jakob Tolleryd, "Corporate Valuation", 1st Edition, Prentice Hall, 2003.
3. Rawley Thomas & Benton E. Gup, "The Valuation Handbook: Valuation Techniques from Today's Top Practitioners", 1st Edition, John Wiley & Sons, 2010.

## Weblinks:

1. Overview of financial valuation techniques:  
<https://youtu.be/cVWpVKvX0BQ>
2. DCF Model: Discounted Cash Flow Model:  
<https://youtu.be/M8cuAJYYnTM>
3. Valuation Using Multiples: <https://youtu.be/CQeal6D607E>



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<b>GLOBAL FINANCIAL MANAGEMENT</b>			
Semester	<b>IV</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE643</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>52</b>	Credits	<b>04</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Provide the knowledge of international monetary system and the foreign exchange markets.</li> <li>2. Impart the knowledge to examine Balance of Payments (BoP) data and determine its implications.</li> <li>3. Familiarize the concepts of corporate restructuring and valuation techniques for MNCs.</li> <li>4. Impart the knowledge of international transactions for evaluation of various international projects.</li> </ol>			
<b>Module 1: International Financial Environment</b>			No. of Hrs: 10
An overview of International Financial Management - Importance, rewards & risk of international finance, Goals of MNC, International Monetary System: Evolution, Gold Standard, Bretton Woods system, flexible exchange rate regime, recent changes and challenges in IFM, the Economic and Monetary Union, Case studies.			
<b>Module 2: Foreign Exchange Market</b>			No. of Hrs: 11
Types of transactions and Settlements Dates, Exchange rate quotations, Determination of Exchange rates in Spot markets, Exchange rates determinations in Forward markets, Exchange rate behaviour, Cross Rates, Bid, Ask, Spread, Case Studies.			
<b>Module 3: Foreign Exchange Risk Management</b>			No. of Hrs: 9
Foreign exchange risk and its types(transaction risk, translation risk & economic risk), Hedging against foreign exchange exposure, Forward Market, Futures Market, Options Market(call option, put option), Currency Swaps, Interest Rate Swap.			
<b>Module 4: Forecasting Foreign Exchange rate</b>			No. of Hrs: 11
Foreign exchange rate, Forecasting foreign exchange rates. Interest Rate Parity (IRP), Purchasing Power Parity Theory (PPP) & International Fisher Effects (IFE). Arbitrage-Types of Arbitrages, location, triangular and covered interest arbitrage, case studies.			
<b>Module 5: Foreign Exchange exposure</b>			No. of Hrs: 11
Management of Transaction exposure, Translation exposure, Economic exposure, Political Exposure, Management of Interest rate exposure. International Capital Budgeting Inputs for international capital budgeting, Evaluation of a project for international capital budgeting, case studies.			



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## Course Outcomes:

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

1. Summarize the fundamentals of international financial and monetary system.
2. Apply the concepts of Forex market to calculate exchange rates of different currencies.
3. Attain proficiency in evaluating various international projects to handle foreign exchange risks.
4. Analyze international parity relationships to optimize financial decisions.
5. Apply various types of financial exposures to manage investment decisions.

## TEXT BOOKS

1. Jeff Madura, “International Corporate Finance”, 10<sup>th</sup> Edition, Cengage Learning, 2012.
2. Cheol Eun & Bruce Resnick, “International Financial Management”, 7<sup>th</sup> edition, McGraw Hill, 2014.
3. Binoy Mathew & G. Nagarajan. “International Financial Management”, 2<sup>nd</sup> edition, Jayvee Digital Publishing, 2022.

## REFERENCE BOOKS

1. Gargi Sanati “Financing International Trade: Banking Theories and Applications”, 1<sup>st</sup> edition, Sage Publication, 2017,
2. Apte P.G & Sanjeevan Kapshe, “International Financial Management”, 8<sup>th</sup> edition, McGraw Hill, 2020.
3. Moffett, M. H., Stonehill, A. I. & Eiteman, D. K. Global, “Fundamentals of Multinational Finance”, 5<sup>th</sup> Edition, Pearson, Global edition, 2016.
4. Jeff Madura, & Roland Fox “International Financial Management”, 5<sup>th</sup> Edition, Cengage Learning, 2020.

## Weblinks:

1. International Financial Management introduction:  
<https://www.youtube.com/watch?v=Og-EOTRz7XA>
2. Fundamentals of International Financial Management & Control:  
<https://www.youtube.com/watch?v=jr1t1lzsx-A>
3. NPTEL Course on International Finance:  
<https://www.digimat.in/nptel/courses/video/110105057/L01.html>



<b>GLOBAL HRM</b>			
Semester	<b>IV</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE644</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>52</b>	Credits	<b>04</b>
<b>Course Learning Objectives:</b>			
<p>This course is designed to</p> <ol style="list-style-type: none"> <li>1. Impart the knowledge of international staffing and Training process.</li> <li>2. Enable the students with the knowledge of performance management systems in international perspective.</li> <li>3. Familiarize about the range of Human resource functions to the deployment of expatriate employees.</li> <li>4. Familiarize the application of GHRM in managing and developing global organization.</li> </ol>			
<b>Module : Introduction</b>			No. of Hrs: 9
GHRM- Meaning and Definition, Objectives, The drivers of internationalization of business. HR Challenges in a global workforce, Difference between GHRM and Domestic HRM, Functions of global HRM, Emergence of Global HR Manager, Approaches to GHRM, Models of GHRM.			
<b>Module 2: Staffing for International Operations</b>			No. of Hrs: 10
Staffing for international operations, Selection strategies for overseas assignments, Differentiating between PCNs, TCNs and HCNs, International transfers, Expatriation and Repatriation, Expatriate management, Repatriation Process, Challenges of repatriation and support practices.			
<b>Module 3: Training and Development</b>			No. of Hrs: 11
Training and development: Training and development for expatriates; Training and development for international staff. Compensation: Compensation in international perspective, Approaches to international Compensation, International total rewards objectives for MNC's, Key components of global total rewards programs, Complexities faced by IHR managers.			
<b>Module 4: Performance Management</b>			No. of Hrs: 11
Performance management cycle, Key components of PMS, Performance Management of International Assignees, Issues and challenges in international performance management, PMS for expatriates, PMSs in six leading economies: China, India, Japan, South Korea, UK and USA.			
<b>Module 5: Organizational Knowledge and Employment Practice</b>			No. of Hrs: 11
Managing Knowledge in Multinational Firms: Introduction, Different types of knowledge, Factors influencing knowledge sharing How to stimulate knowledge sharing Gaining access to external knowledge, Knowledge, retention From the management of knowledge to innovation, Human Resource Management in Cross-Border, Mergers and Acquisitions. Cultural differences and cross-border M&A performance, Managing cross-border integration: the HRM implications.			



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## Course Outcomes:

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

1. Summarize all the practices within the field of global HRM.
2. Summarize HR concepts and policies to deal with issues in an international context.
3. Identify the impact of global factors in shaping HR practices.
4. Compare the components of Performance Management systems between different economies across the world.
5. Compare the total rewards system followed in various economies across the world.

## TEXT BOOKS

1. Srinivas R. Kandula,, “International Human Resource Management”, 1<sup>st</sup> edition, Sage Publication,2018
2. Anne-WilHarzing, Ashly H. Pinnington, “International Human Resource Management”, 1<sup>st</sup> edition, Sage Publication, 2009

## REFERENCE BOOKS

1. Peter J. Dowling, Denice E. Welch, “International Human Resource Management”, 1<sup>st</sup> Edition, Cengage Learning, 2011
2. Shields, “Managing Employees Performance and Rewards”, 11<sup>th</sup> edition, Cambridge Press, 2007.

## Weblinks:

1. Awareness on culture  
<https://www.airswift.com/blog/importance-of-cultural-awareness>
2. International Human Resources Management  
<https://www.geektonight.com/international-human-resource-management>



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<b>KNOWLEDGE MANAGEMENT</b>			
Semester	<b>IV</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE645</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week(L:T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>52</b>	Credits	<b>04</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Provide knowledge on theories and concepts of Knowledge Management.</li> <li>2. Familiarize with models of knowledge management.</li> <li>3. Impart insights on knowledge management lifecycle and dissemination.</li> <li>4. Acquaint with current trends in knowledge management.</li> </ol>			
<b>Module 1 :Understanding knowledge: the core of business</b>		No of Hrs: 12	
Knowledge Management (KM) - Multidisciplinary Nature of KM, Drivers of KM, The Two Major Types of Knowledge, The Concept Analysis Technique, History of Knowledge Management, From Physical Assets to Knowledge Assets, Organizational Perspectives on Knowledge Management, Cognition and KM. Types of Knowledge, Knowledge Management architecture and Implementation Strategies.			
<b>Module 2: The knowledge management cycle:</b>		No of Hrs: 9	
Knowledge Management System Life Cycle, Major Approaches to the KM Cycle, The Zack KM Cycle, The Bukowitz and Williams KM Cycle, KM Maturity Models, CoP Maturity Models.			
<b>Module 3: Knowledge sharing and communities of practice</b>		No of Hrs: 9	
The Social Nature of Knowledge, Sharing Communities, Types of Communities, Roles and Responsibilities in CoPs, Knowledge Sharing in Virtual CoPs, Data Mining and Knowledge Discovery, Blogs, Content Management Tools, Knowledge Sharing and Dissemination Tools.			
<b>Module 4 :Knowledge application</b>		No of Hrs: 10	
KM for Individuals, Communities and Organizations, Future Challenges for KM. Knowledge Application at the Individual, Group & Organizational Levels, Characteristics of Individual Knowledge Workers, Task Analysis and Modelling, EPSS, Knowledge Reuse, Knowledge Repositories, Strategic & Practical Implications of Knowledge Application.			
<b>Module 5: KM strategy and metrics</b>		No of Hrs: 12	
Knowledge Management Strategy, current trends in Knowledge Management, Knowledge Audit, Gap Analysis, The KM Strategy Road Map, The Management of Organizational Memory, Balancing Innovation and Organizational Structure, Historical Overview of Metrics in KM, KM Metrics, The Benchmarking Method, The Balanced Scorecard Method.			
<b>Course Outcomes:</b>			
At the end of the course, the student will be able to:			
<ol style="list-style-type: none"> <li>1. Summarize core concepts and theories of Knowledge Management.</li> <li>2. Apply appropriate models of knowledge management to the learning and development needs of organisations.</li> <li>3. Apply types of Knowledge Management levels to rectify knowledge gaps in an organization.</li> <li>4. Apply current trends and tools in Knowledge Management to attract competent talent.</li> </ol>			



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## TEXT BOOKS

1. Kimiz Dalkir, Butterworth–Heinemann, “Knowledge Management in Theory and Practice”, 3rd Edition, Elsevier 2017,
2. Elias M Awad, Hassan M Ghaziri, “Knowledge Management”, 6th Edition, Pearson , 2011, New Delhi

## REFERENCE BOOKS

1. Holsapple, Verlag, “Handbook on knowledge management”, (Edition) Springer 2003.
2. Fernandez Irma Becerra, Sabherwal Rajiv, “Knowledge Management: Systems and Processes”, Prentice Hall India, 2017

## Weblinks:

1. Knowledge Management Tools:  
<https://www.youtube.com/watch?v=g5dIR2bQpHo>
2. Knowledge management metrics  
<https://www.youtube.com/watch?v=oeREv6CaDBs>



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<b>PUBLIC RELATIONS</b>			
Semester	<b>IV</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE646</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>52</b>	Credits	<b>04</b>
<b>Course Learning Objectives:</b>			
This course is designed to			
<ol style="list-style-type: none"> <li>1. Enable the students with the fundamental tools of public relations practices.</li> <li>2. Impart an understanding of the emerging trends in the field of public relations.</li> <li>3. Establish the role of employee communication and organizational change.</li> <li>4. Familiarize the importance of community relations</li> </ol>			
<b>Module 1: Public Relations</b>			No. of Hrs: 9
Proactive and Reactive Approaches, Public Relations Process, Behavioural Public Relations Model, Persuasion Model, Two way symmetrical Communications Model, 20 great truths about Public Relations.			
<b>Module 2: Theoretical basis for Public Relations</b>			No. of Hrs: 11
Theories of Relationships – Systems Theory, situational Theory, Theories of Persuasion and Social Influence, Social Exchange Theory, Diffusion Theory, Social Learning Theory, Elaborated Likelihood Theory, Theories of Mass communication, Uses and Gratification Theory, Agenda Setting Theory, Public Relations roles, Models of Public Relations, Approaches to Conflict Resolutions.			
<b>Module 3: Employee communication</b>			No. of Hrs: 10
Role of employee communication, concept of Organizational culture, Establishing Communication Policy, Organizational change, Importance of employee communication, Special employee, Communication Situations, Media of Employee communications, Objectives of Internal media, Starting internal media, controlling internal. Media - Occasional and Special media rules of Effective Employee Relations. Frontline supervisors as the key communicators.			
<b>Module 4: Community Relations</b>			No. of Hrs: 11
Community Relations, Importance of Public Relations, Community Relations Process, Guidelines for Effective Relations Programs, Specific Functions of Public Relations, Criteria for Community relations Activities, Corporate Social Responsibility & Philanthropy. Emerging Challenge of Community Activism.			
<b>Module 5: Media Relations &amp; Crisis Management</b>			No. of Hrs: 11
Role of Media in Public Relations, Social Media, working with the media, Media Relations Program, Elements, Role of Technology in Public Relations. Crisis Management, public relations challenges, Types of Issues, target audiences, Public Service as Preventive Public Relations, Special Interests, Importance of compromise, Issue Anticipation, Scenario Technique. Crisis Management, Understanding how people typically react to issues, Human Nature, Role of communications, Types of crises, News media influence, Fundamental guidelines.			

## Course Outcome:

1. Summarize the various approaches and models of public relations.
2. Summarize the theories of PR to which helps to strengthen relations with various stakeholders.
3. Identify the role of employee communication and develop effective communication policies.
4. Apply the guidelines of community relations to build a positive brand image.
5. Describe the role of media in crisis management.

## TEXT BOOKS

1. Lattimore, Laskin, Heiman &Toth “Public Relations – The Profession and Practice”, 3<sup>rd</sup> Edition, Tata McGraw Hill,,2012.
2. Jackson, Smith and Stansbury “Public Relations Practices – Managerial Case Studies and Problems Center”, 7<sup>th</sup> Edition, Prentice Hall of India, 2008.
3. Paul Baines, John Egan, Frank Jefkins, Routledge, “Public Relations”, 3rd Edition, 2007,

## REFERENCE BOOKS

1. Ronald D. Smith “Strategic Planning for Public Relations”, 1<sup>st</sup> Edition, Taylor &Francis, 2004.
2. Philip Henslowe, “Public Relations: A Practical Guide to the Basics”, 1<sup>st</sup> edition, Kogan Page Publishers, 2003.
3. Allen H Center, Patrick Jackson, Stacey Smith, Frank R Stansberry, “Public Relations Practices, Managerial Case Studies and Problems”, 7th Edition, Pearson International, 2008.

## Weblinks:

1. Theories of Public Relations:  
<https://www.youtube.com/watch?v=fp2RwNvJbqE>
2. Research paper on Public Relations:  
[https://www.researchgate.net/publication/314759571\\_Public\\_Relations](https://www.researchgate.net/publication/314759571_Public_Relations)
3. Employee Communication:  
<https://www.youtube.com/watch?v=F8gddZ21n2k>



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<b>MACHINE LEARNING WITH BUSINESS APPLICATIONS</b>			
Semester	<b>IV</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE647</b>	SEE Marks	<b>50</b>
Teaching Hrs/Week (L:T:P)	<b>2:0:2</b>	Exam Hrs	<b>03</b>
Total Hrs	<b>26+24</b>	Credits	<b>04</b>
<p><b>Course Learning Objectives:</b>            This course is designed to</p> <ol style="list-style-type: none"> <li>1. Impart knowledge of machine learning models to solve business problems.</li> <li>2. Provide deeper understanding of clustering and segmentation.</li> <li>3. Familiarize with usage of regression and classification algorithms to analyze data and make predictions.</li> </ol>			
<b>Module 1: Introduction to Machine Learning</b>			No. of Hrs: 7
Introduction, components of machine learning, types, applications of machine learning in business. The machine learning workflow, learning models, geometric models, probabilistic models, logic models, perspectives and issues, version spaces, PAC learning, VC dimension.			
<b>Module 2: Supervised Learning Algorithms with Applications in Predictive Analytics</b>			No. of Hrs: 6+5
Simple linear regression: Coefficient of determination, significance tests, residual analysis, confidence and prediction intervals. Multiple Linear Regressions (MLR): Coefficient of multiple coefficient of determination, interpretation of regression coefficients, categorical variables, heteroscedasticity, multi collinearity, outliers, auto-regression and transformation of variables. MLR model development and feature selection. Application of supervised learning in solving business problems such as pricing, customer relationship management, sales and marketing.			
<p><b>Lab Components:</b>            Regression, SVM and K-Model clustering using Python</p>			
<b>Module 3: Supervised Learning Algorithms with Applications in Classification Problems</b>			No. of Hrs: 5+5
Logistic and Multinomial Regression: Logistic function, estimation of probability using logistic regression, Deviance, Wald test, Hosmer Lemeshow test. Feature selection in logistic regression. Ensemble Methods – Random Forest and Boosting. Business applications of classification problems such as sales conversion, employee attrition, and B2B sales management.			
<p><b>Lab Components:</b>            Decision Tree and Genetic Algorithms using Python Libraries.</p>			
<b>Module 4: Supervised Learning Algorithms for Forecasting</b>			No. of Hrs: 5+6
Moving average, exponential smoothing, Trend, cyclical and seasonality components, ARIMA (autoregressive integrated moving average), and ARIMAX models. Application of supervised learning algorithms in retail, direct marketing, health care, financial services, insurance, supply chain etc.			
<p><b>Lab Components:</b>            KNN using Python Libraries</p>			



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<b>Module 5: Unsupervised Learning Algorithms</b>	No. of Hrs: 3+8
Clustering: K-means and Hierarchical Clustering.	
<b>Lab Components:</b> Reinforcement Learning using Python Libraries	
<b>Course Outcomes:</b> At the end of the course, the student will be able to:  <ol style="list-style-type: none"><li>1. Apply machine learning algorithms for solving predictive, classification, and forecasting problems in business contexts.</li><li>2. Utilize regression and classification techniques to analyze business data, make predictions, and help in strategic decisions.</li><li>3. Apply clustering algorithms for segmenting or analysing data.</li><li>4. Apply machine learning models to solve real-world business problems.</li></ol>	
<b>TEXT BOOKS</b> <ol style="list-style-type: none"><li>1. Tom M. Mitchell, “Machine Learning”, McGraw-Hill, 1st Ed, 2010.</li><li>2. Paul Geertsema “Machine Learning for Managers” Routledge; 1st edition, 2023</li></ol>	
<b>REFERENCE BOOKS</b> <ol style="list-style-type: none"><li>1. EthemAlpaydin, “Introduction to Machine Learning (Adaptive Computation and Machine Learning)”, The MIT Press, 1<sup>st</sup> Edition, 2014</li><li>2. Ahmed A. Elngar, R. Balamurali, Sandeep Kumar Panda, Vaibhav Mishra “Artificial Intelligence and Machine Learning in Business Management”, CRC Press, 2021.</li></ol>	
<b>Weblinks:</b> <ol style="list-style-type: none"><li>1. Introduction to Machine Learning <a href="https://www.youtube.com/watch?v=hmOiINgO6tA">https://www.youtube.com/watch?v=hmOiINgO6tA</a></li><li>2. Supervised and Unsupervised learning <a href="https://www.youtube.com/watch?v=NPYvE0Gmab4">https://www.youtube.com/watch?v=NPYvE0Gmab4</a></li><li>3. Clustering <a href="https://www.youtube.com/watch?v=wk2ylI1qgU0">https://www.youtube.com/watch?v=wk2ylI1qgU0</a></li></ol>	





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<b>FINANCIAL ANALYTICS</b>			
Semester	<b>IV</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE648</b>	SEE Marks	<b>50</b>
Teaching Hours/Week (L:T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hours	<b>52</b>	Credits	<b>04</b>
<b>Course Learning Objectives:</b>			
This course is designed to:			
<ol style="list-style-type: none"> <li>1. Impart knowledge on basics of financial data analytics</li> <li>2. Acquaint students to performing portfolio analysis to create optimal portfolio construction.</li> <li>3. Provide insights into modeling credit risk to evaluate corporate liabilities and default risk.</li> <li>4. Familiarize with financial statement analysis to analyze asset returns and volatility.</li> </ol>			
<b>Module 1: Essentials of Financial Analytics</b>			<b>No. of Hrs: 10</b>
Financial Analytics: Meaning, relevance, scope, recent trends. Financial Time Series: Characteristics, asset returns, distributional properties of return, review of statistical distributions, properties of financial times.			
<b>Module 2: Financial Statement Analysis</b>			<b>No. of Hrs: 12</b>
Balance Sheet, Income Statement, Cash Flow Statement, Understanding the Financial Statements and their interlinking, Financial Ratios, and Ratio Analysis.			
<b>Module 3: Modelling Volatility and Risk</b>			<b>No. of Hrs: 10</b>
Volatility: Meaning, characteristics, Modelling volatility: ARCH/GARCH Models, application of value at risk.			
<b>Module 4: Basic Portfolio Analysis</b>			<b>No. of Hrs: 9</b>
Return, risk, risk premium, Markowitz Portfolio Theory (two-assets and multi-assets portfolio), Minimum variance portfolio, efficient frontier, Capital market line.			
<b>Module 5: Modelling Credit Risk</b>			<b>No. of Hrs: 11</b>
Credit Risk: Meaning, reasons, Modelling Credit Risk: Corporate liabilities as contingent claims, endogenous default boundaries and optional capital structure. Intensity Modelling: Rating based term, structure models.			
<b>Course Outcomes:</b>			
At the end of the course, the student will be able to:			
<ol style="list-style-type: none"> <li>1. Summarize the basic concepts financial data analytics.</li> <li>2. Apply time series and financial statement analysis to draw inferences on corporate performance.</li> <li>3. Apply models for assessing financial volatility and evaluate credit risk</li> <li>4. Apply portfolio theory to construct optimal portfolios.</li> </ol>			
<b>TEXT BOOKS:</b>			



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1. Damodar N Gujarati, Dawn Porter, Sangeetha Gunashekar. “Basic Econometrics”.5th Edition, McGraw Hill, 2017.
2. Oliver Linton, “Financial Econometrics” 1<sup>st</sup> Edition, Cambridge University Press, 2019.

## REFERENCE BOOKS:

1. Chris Brooks “Introductory Econometrics for Finance”, 4<sup>th</sup> edition, Cambridge University Press, 2019.
2. Pitabas Mohanty “Spreadsheet skills for Finance Professionals”, 2<sup>nd</sup> Edition, Taxmann’s, 2020.

## Weblinks:

1. Financial Analytics e book  
<https://open.umn.edu/opentextbooks/textbooks/1221>
2. Financial Statement Analysis  
<https://www.pdfdrive.com/financial-statement-analysis-books.html>
3. Credit Risk Analysis  
[https://cbben.thomsonreuters.com/sites/default/files/net\\_file\\_store/Vol\\_1\\_CM\\_July\\_2020.pdf](https://cbben.thomsonreuters.com/sites/default/files/net_file_store/Vol_1_CM_July_2020.pdf)



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<b>PROJECT WORK - PHASE 2</b>			
Semester	<b>IV</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBSE609</b>	SEE Marks	<b>50</b>
Teaching Hours/Week (L:T:P)	<b>0:0:8</b>	Exam Hrs	<b>03</b>
Total Hours	-	Credits	<b>04</b>
<b>Course Learning Objective:</b>			
<ol style="list-style-type: none"> <li>1. Develop the research skills.</li> <li>2. Impart the skills of problem solving and decision making</li> <li>3. Acquaint the students with strategic thinking by giving the exposure to organizations.</li> </ol>			
<b>Chapter 1: Data Analysis and interpretation</b>			
Analysis and interpretation of the data- collected with relevant tables and graphs. Results obtained by using the statistical tools must be included.			
<b>Chapter 2: Findings, Suggestions, Conclusion</b>			
Summary of findings, and Suggestions / Recommendations, Scope for Future Research, Theoretical and Managerial implications, Conclusion.			
<b>Annexure</b>			
Data tabulation (coding of values), Statistical test working.			
Bibliography, Plagiarism test and result.			
<b>Course Outcomes:</b>			
At the end of the course, the student will be able to:			
<ol style="list-style-type: none"> <li>1. Summarize the concept of Research Methodology and Research Design.</li> <li>2. Apply the theoretical frameworks to real-world business scenarios.</li> <li>3. Apply findings to address business problems confronted by the organizations.</li> </ol>			



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MINI PROJECT WORK			
Semester	IV	CIE Marks	-
Course Code	23MBAU610	SEE Marks	-
Teaching Hours/Week (L:T:P)	-	Exam Hrs	-
Total Hours	-	Credits	-
<b>Course Learning Objective:</b>  <ol style="list-style-type: none"><li>1. Provide experiential learning opportunities for the students.</li><li>2. Impart the skills to relate the regulations governing the business entity.</li><li>3. Acquaint the students to strategic thinking by providing exposure to business entity.</li><li>4. Provide insights to analyse the opportunities and challenges faced by the business entity.</li></ol>			
The mini project report must contain the following:  <ul style="list-style-type: none"><li>• Objectives of the entity.</li><li>• Ownership pattern.</li><li>• Regulations governing the business entity.</li><li>• Opportunities for growth and future expansion.</li><li>• Challenges faced and resource required for overcoming the challenges.</li></ul>			
<b>Course Outcomes:</b> At the end of the course, the student will be able to:  <ol style="list-style-type: none"><li>1. Summarize the objectives of the entity.</li><li>2. Relate the regulations governing the concerns.</li><li>3. Analyse the opportunities available in the field.</li><li>4. Analyse the challenges faced by the entity.</li></ol>			