

Davangere University
Institute of Management Studies
Course Structure for Two Years MBA Program with Dual Specialization for the academic year
2024-25

Semester-I

Sl.No	Paper	Instruction (Theory) Hrs per Week	No of Credits	Duration of the Exam.	IA	Theory	Practical Exmn. /Field work	Total
1	1.1.Management Process and Practice. (CPT)	4	4	3 Hrs	30	70	0	100
2	1.2.Accounting and Financial Statements. (CPT)	4	4	2 Hrs	30	70	0	100
3	1.3.Managerial Decision Analysis. (CPT)	4	4	3 Hrs	30	70	0	100
4	1.4.Fundamentals of Business Analytics. (CPT)	4	4	3 Hrs	30	70	0	100
5	1.5.Corporate Communications and Skills. (CPT)	4	4	3 Hrs	30	70	0	100
6	1.6.Business and Legal Environment(CPT)	4	4	3 Hrs	30	70	0	100
7	1.7.Information Technology for Managers (SEP)	3+1 (1 Hr practical)	4	3Hrs	30	70	0	100
		27+1	28		210	490	0	700

CPT: CORE PAPER THEORY

SEP: SKILL ENHANCEMENT PAPER

Mandatory Activity for 1st Semester: A student must visit industry to enhance practical exposure on the subjects studied in the semester.


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ವಾಣಿಜ್ಯ ಮತ್ತು ನಿರ್ವಹಣಾಶಾಸ್ತ್ರ ನಿಕಾಯ
 ದಾವಣಗೆರೆ ವಿಶ್ವವಿದ್ಯಾನಿಲಯ,
 ಶಿವಗಂಗೋತ್ರಿ, ದಾವಣಗೆರೆ-02.


Chairman,
 Board of Studies,
 Institute of Management Studies,
 Davangere University,
 Shivagangothri, DAVANGERE-02

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ಕರ್ನಾಟಕ ರಾಜ್ಯ
ಪ್ರಾಚಾರ್ಯರ ಕಾಲೇಜು
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Semester-II

Sl.No	Paper	Instruction (Theory) Hrs per Week	No of Credits	Duration of the Exam.	IA	Theory	Practical Exmn. /Field work	Total
1	2.1. Operations and Quality Management. (CPT)	4	4	3 Hrs	30	70	0	100
2	2.2. Marketing Management. (CPT)	4	4	2 Hrs	30	70	0	100
3	2.3. Financial Management. (CPT)	4	4	3 Hrs	30	70	0	100
4	2.4. Human Resource Management. (CPT)	4	4	3 Hrs	30	70	0	100
5	2.5. Organization Behavior. (CPT)	4	4	3 Hrs	30	70	0	100
6	2.6. Operations Research and Analytics. (CPT)	4	4	3 Hrs	30	70	0	100
7	2.7. Research Methods and techniques (SEP)	3+1 (1 Hr practical)	4	3Hrs	30	70	0	100
		27+1	28		210	490	0	700

CPT: CORE PAPER THEORY

SEP: SKILL ENHANCEMENT PAPER

Mandatory Activity for 2nd Semester: A student must visit industry to enhance practical exposure on the subjects studied in the semester.


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 1000002

Semester-III

Sl.No	Paper	Instruction (Theory) Hrs per Week	No of Credits	Duration of the Exam.	IA	Theory	Total
1	3.1: Corporate Governance and Business Ethics (CPT)	4	4	3 Hrs	30	70	100
2.	3.2: Startups and incubation Management (GEP)	4	4	3 Hrs	30	70	100
3	3.3: (DEP) FM1/MM1/HRM1	4+4	3+3	3 Hrs	30x2=60	70x2=140	100x2=200
4	3.4: (DEP) FM2/MM2/HRM2	4+4	3+3	3 Hrs	30x2=60	70x2=140	100x2=200
5	3.5 : (DEP) FM3/MM3/HRM3	4+4	3+3	3 Hrs	30x2=60	70x2=140	100x2=200
6	3.6. In plant Training Report (SEP)	2	2		10	40	50
7	3.7: OEP	2	2	2 Hrs	10	40	50
		36	30		260	640	900

CPT: CORE PAPER THEORY
DEP: DISCIPLINE ELECTIVE PAPER

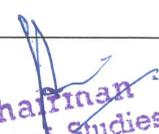
SEP: SKILL ENHANCEMENT PAPER
AEP: ABILITY ENHANCEMENT PAPER.

Mandatory Activity for 3rd Semester: A student must visit industry to enhance practical exposure on the subjects studied in the semester.

OEP: OPEN ELECTIVE PAPER	
OEP1:	Management Skills
OEP2:	Technology for Managers
OEP3:	Social Media and Digital Marketing

** Students of the Department are offered Dual Specialization where the students can choose two among the three streams of specialization offered (Finance, HR and Marketing)

DEP: DISCIPLINE ELECTIVE PAPER		
Financial Management	Marketing Management	Human Resource Management
F1: Investment Analysis and Portfolio Management	MM1: Consumer Behavior and Marketing Research	HRM1: Training and Development
F2: Banking and Insurance Management	MM2: Advertising and Brand Management	HRM2: Performance Management and Competency Mapping
F3: Behavioral Finance and Modeling	MM3: Retail Management and E Commerce	HRM3: Learning Organization and Development


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Semester-IV

Sl.No	Paper	Instruction (Theory) Hrs per Week	No of Credits	Duration of the Exam.	IA	Theory	Total
1	4.1: Sustainable Development for Business. (CPT)	4	4	3 Hrs	30	70	100
2.	4.2: Strategic Management and leadership (AEP)	4	4	3 Hrs	30	70	100
3	4.3: (DEP) FM2/MM2/HRM2	4+4	3+3	3 Hrs	30x2=60	70x2=140	100x2=200
4	4.4 : (DEP) FM3/MM3/HRM3	4+4	3+3	3 Hrs	30x2=60	70x2=140	100x2=200
5	4.5: (DEP) FM1/MM1/HRM1	4+4	3+3	3 Hrs	30x2=60	70x2=140	100x2=200
6	4.6: Project Work (Report and case writing skills). (SEP)	2	2	0	30	70	100
		34	28		270	630	900

CPT: CORE PAPER THEORY
DEP: DISCIPLINE ELECTIVE PAPER

SEP: SKILL ENHANCEMENT PAPER
AEP: ABILITY ENHANCEMENT PAPER.

DEP: DISCIPLINE ELECTIVE PAPER		
Financial Management	Marketing Management	Human Resource Management
F4: Corporate Finance and Restructuring	MM4: International Marketing	HRM4: Strategic and International HRM
F5: International Financial Management	MM5: Industrial and services Marketing	HRM5: HR analytics
F6: Derivatives and Risk Management	MM6: Rural and Digital Marketing	HRM6: Industrial Relations Management


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NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE CODE: 1.1

NAME OF THE COURSE: MANAGEMENT PROCESS & PRACTICE

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
Pedagogy: Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.			
<p>Course Objective: The course aims to help the students to gain understanding of the functions and responsibilities of managers and to provide them tools and techniques to be used in the performance of the managerial job. It also enables them to analyse and understand the environment of the organization.</p> <p>Course Outcomes:</p> <ol style="list-style-type: none"> 1. Principles and practices of management is an introductory course on management process from managers' perspective. 2. The course seeks to help students acquire the requisite knowledge, skills and abilities needed to successfully manage the organization. 3. The course examines the logic and working of organizations and outlines the major functions of management. 			
Syllabus:		Teaching Hours	Total Hours
<p>Model- 1: Introduction</p> <p>UNIT- 1 Essential of Management, Meaning, Definitions, Characteristics, Scope, the Management Process, Evolution and Contributions to Management Thought.</p> <p>UNIT- 2 Roles of managers, Managerial skills and functions of managers, levels of management, and differences between managers, leaders, and administrators.</p> <p>UNIT- 3 Characteristics of excellent companies and successful business leaders, Japanese management and its unique features, Management practices of top Fortune Ten Indian companies. [case study to be discussed]</p>		04 06 06	 16
<p>Module - 2: Planning and Organisation</p> <p>UNIT- 1 Planning definitions, Nature of Planning, Planning process, Barriers to Effective Planning, Reasons for Failure, and Guidelines for Effective Planning.</p> <p>UNIT- 2 Nature of Decision making, process and techniques of decision making, MBO process and strategic planning and implementation.</p> <p>UNIT- 3 Meaning, Definitions, Concept of organization, Organisation Structure, Authority and responsibility relationship, centralization and decentralization, span of management. [case study to be discussed]</p>		04 06 06	 16


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<p>Model-3: Directing, Coordination and Controlling</p> <p>UNIT- 1 Fundamentals and principles of directing, Approaches and responsibilities of staffing, Factors influencing staffing and Techniques of directing.</p> <p>UNIT- 2 Coordination principles and techniques of coordination, problems and Guidelines for effective coordination.</p> <p>UNIT- 3 Meaning, definition of Control, Scope Of Control, Control Process, Essentials Of Effective Control Systems, Factors Determining Effective Control. [case study to be discussed]</p>	<p>04</p> <p>06</p> <p>06</p>	<p>16</p>
<p>Module-4: Special Areas of Management</p> <p>UNIT- 1 Management of change, Conflict Management,</p> <p>UNIT- 2 Talent Management, Outsourcing Management,</p> <p>UNIT- 3 Sustaining Team Work (Case Studies on Leadership and Motivation With Reference To Successful Indian Business Tycoons)</p>	<p>04</p> <p>06</p> <p>06</p>	<p>16</p>
<p>References:</p> <ol style="list-style-type: none"> 1) Dr. Manmohan Prasad – Management Concepts & Practices, Himalaya publishing house 5th edition 2015. 2) Harold D Koontz, and Cyril J C Donnel, Principles of Management, McGraw Hill Publication. 3) H.R. Appannaiah, G Dinakar, H.A. Bhaskar – Management (Multi-dimension Approach) Himalaya publishing house first edition-2016 4) James A.F Stoner – Management. R. Edward freeman – 6th edition- passion education, Daniel. R. Gibert J.R. 5) K.Shridharabhat – Management of Behavioural process, Himalaya publishing house first edition -2005. 6) L.M. Prasad – Principles of practice of management seventh edition, sultan chand& sons-2009. 7) Peter F Drucker, The Practice of Management`. 8) Ricky W Griffin, (2005) Management, Eight Edition, Biztantra. 9) Stephen P Robbins et al, Fundamentals of Management, Pearson Publication. 10) V.S.P. Rao – Management text of cases- V. Harikrishna 1st Edition, Excel Books – 2010. 		

**NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)
COURSE CODE: 1.2**

NAME OF THE COURSE: ACCOUNTING AND FINANCIAL STATEMENTS

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.			
Course Objective: The course aims to provide future managers with a comprehensive understanding of accounting concepts, techniques and tools to analyse financial information effectively, enabling them to make informed decisions, strategic resource allocation and ensure the financial health and sustainability of their organisation			
Course Outcomes:			
1) Students will acquire the skills to analyse and interpret financial statements, aiding in strategic decision- making and organisation planning.			
2) Learners will effectively apply accounting principles and techniques to real - world business scenarios.			
3) Students will use financial data to access business performance, evaluate risk and support sustainable financial strategies in managerial roles.			
Syllabus:		Teaching Hours	Total Hours
MODULE 01: OVERVIEW OF ACCOUNTING:		04	16
UNIT 1: Overview of Accounting and purpose of accounting, requirement of accounting for business entities.		06	
UNIT 2: Accounting Concepts, conventions and accounting principles.		06	
UNIT 3: Accounting standards, Role of standards, problems and challenge of accountings.		06	
MODULE 02: OVERVIEW OF BOOK KEEPING AND DEPRECIATION:		04	16
UNIT 1: Introductions of double entry book keeping (the terms debit and credit).		06	
UNIT 2: General journal and journal entries, General ledger, posting.		06	
UNIT 3: Depreciation, Objective of Depreciation, and Methods of Charging Depreciation and Trial balance. Problems to be discussed.		06	
MODULE 03: FINAL ACCOUNTS:		04	16
UNIT 1: Meaning of Financial Statements, Income and Expenditure,		06	
UNIT 2: Receipts and payments, Profit and Loss account.		06	
UNIT 3: Balance Sheet and Statements of Cash Flows. Problems to be discussed.		06	
MODULE 04: FINANCIAL REPORTING:		04	16
UNIT 1: Meaning and Scope of financial reporting,		06	
UNIT 2: objectives and statutory requirements of financial reporting.		06	
UNIT 3: Meaning of audit & requirement of audit of financial reports.		06	

Skill Development Activities:

- 1) List out the accounting concepts and conventions.
- 2) Collect the financial statement of a proprietary concern and record it.
- 3) List out the AS and Per GAAP.

Other Activities which are related to course.

References:

1. M.N Arora, Accounting for Management. Himalaya publication house.
2. Dr. Sakshi Vasudeva, Accounting for Business Managers. Himalaya publication house.
3. Ashok Banerjee, Financial Accounting a managerial emphasis. Excel Books, Bangalore
4. J. Madegowda, Accounting for Managers, Himalaya publication house.
5. Dr. JawaharLal, Accounting for Management. Himalaya publication house.
6. B. S. Raman, Financial Management and accounting, United publications
7. R. Narayanaswamy, Financial Accounting a Managerial perspective. Prentice-Hall of India private Ltd.

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE CODE: 1.3

NAME OF THE COURSE: MANAGERIAL DECISION ANALYSIS

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.			
<p>Course Objective: The course aims to provide students with a solid foundation in economic theories and their practical applications in business decision-making. It also enhances analytical and problem solving skills by focussing on concepts such as demand and supply, market structure, cost analysis and pricing strategies.</p> <p>Course Outcomes:</p> <ol style="list-style-type: none"> 1. Students will be able to apply economic principles such as demand, supply and elasticity to analyse business scenarios and make informed decisions. 2. Students will develop the ability to use cost, revenue and market analysis to devise effective pricing and resource allocation strategies. 3. Students will gain insights into micro-economic and macro-economic factors influencing business, enabling them to assess and adopt to changing market dynamics.. 4. Evaluate the role of economic theories in managerial decisions. 			
Syllabus:		Teaching Hours	Total Hours
MODULE NO. 1: Introduction to Economics			
UNIT 1: Meaning, Definitions, Nature, and Scope of Economics		04	
UNIT 2: Economics in Relation to Other Branches of Knowledge.		06	16
UNIT 3: Roles & Responsibility of Managerial Economist in Business Decision Making.		06	
MODULE NO. 2: Micro Economics			
UNIT 1: Meaning, Nature, Scope, Importance, Law of Demand, Determinants of Demand.		04	
UNIT 2: Nature Elasticity of Demand (Price & Income) Methods of Forecasting.		06	16
UNIT 3: Production and Cost Functions (Case Studies to be discussed)		06	
MODULE NO. 3: Macro Economics			
Unit 1: Meaning, Objective of Instruments (Fiscal Policy, Monetary Policy, Exchange Rate Policy, International Trade Policy)		04	
UNIT 2: Inflation, BOP Barriers to International Trade.		06	16
UNIT 3: Concepts of GDP, GNP, NNP, GNP. (Case Studies to be discussed)		06	

<p>MODULE NO. 4: Market Structure and Quantitative Economics</p> <p>UNIT 1: Meaning of Market, Types, Price, Pricing, Methods, Factors Involved in Pricing Policy.</p> <p>UNIT 2: Types of Market Structure, BEP, EOQ, (Case study to be discussed)</p> <p>UNIT 3: Statistical Methods for Forecasting Demand (Time Series, Trend Projection and Moving Average Method).</p>	<p>04</p> <p>06</p> <p>06</p>	<p>16</p>
<p>Skill Developments Activities:</p> <ol style="list-style-type: none"> 1. Central and State Budget Analysis 2. Mini Project on Macro Economics 3. Mini Project on Micro Economics 4. Case Study- Preparation of budget Demand Analysis Survey 		
<p>References:</p> <ol style="list-style-type: none"> 1. Managerial Economics: Mote V.I Samuel & Gupta G.S. Tata McGraw Hill Publication. 2. Managerial Economics: Varsheny&Maheshwari S. Chand & Sons. 3. Managerial Economics: C.P.Chopra. Tata McGraw Hill Publication. 4. Managerial Economics: Spencer, H.H & L. Siegelmen, Richard D. Irwin. 		

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE CODE: 1.4

NAME OF THE COURSE: FUNDAMENTAL OF BUSINESS ANALYTICS

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
Pedagogy: Classrooms lecture, Problems, tutorials, Group discussion, Seminar, Case studies.			
<p>Course Objectives:</p> <p>The course aims to equip students with essential quantitative skills and analytical tools to make data-driven decisions in the business world. The primary objectives include developing a solid foundation in statistical concepts, such as probability, hypothesis testing, and regression analysis, while fostering an understanding of their application in solving real-world business challenges.</p> <p>Course Outcome:</p> <ul style="list-style-type: none"> • Students will be able to apply statistical techniques, such as descriptive statistics, probability distributions, and hypothesis testing, to analyse and interpret business data effectively. • Learners will develop skills to use predictive and prescriptive analytics methods, including regression and optimization models, for informed decision-making in diverse business contexts. • Students will demonstrate proficiency in utilizing statistical software and data visualization tools to present insights and support strategic planning in real-world scenarios. 			
Syllabus:		Teaching Hours	Total Hours
MODULE NO. 1: Business Statistics			
UNIT 1: Introduction, Need and Role of Statistics in Business, Tables and Graphs.		04	
UNIT 2: Measures of Central Tendency: Mean, Median and Mode - their implication.		06	16
UNIT 3: Measures of Dispersion: Range, Mean Deviation, Standard Deviation.		06	
MODULE NO. 2: Correlation and Regression			
UNIT 1: Types of Correlation, Scatter Diagram.		04	
UNIT 2: Karl Pearson's Coefficient of correlation, Spearman's Rank Correlation and Method of Least Squares.		06	16
UNIT 3: Simple and Multiple Regression		06	
MODULE NO. 3: Time Series Analysis			
UNIT 1: Introduction- Objectives and Usage of Time series in Business.		04	
UNIT 2: Methods of Estimating Trends: Moving Average Method, Semi Average, Least Square Method.		06	16
UNIT 3: Methods of estimating Seasonal Index: Method of Simple Averages.		06	

MODULE NO. 4: Analytics in Business (Theory Only)		
UNIT 1: Introduction- Evolution- Scope	04	
UNIT 2: Analytical Decision Models	06	16
UNIT 3: MS-Excel – Basics	06	
Skill Developments Activities:		
1. Report Writing: Understanding and Interpreting the report of a chosen company		
2. Group Brainstorming: Predicting the trend for chosen industry/ company		
Solving Problems: Seminars & Presentation.		
References:		
1. Statistical Methods - Dr S. P Gupta, Sulthan Chand & sons, fourth Edition, ISBN 81-8054298-X.		
2. Fundamentals of Statistics, S.C Gupta, 6th edition, Himalaya Publishing House, 2007,		
3. ISBN, 978- 81-8318-755-8.		
4. Statistical Methods - Dr. S P Gupta, Sulthan Chand and Sons, Educational Publishers, New Delhi-9, Mathematics and Statistics – Raghavachari		
5. Complete Business Statistics - Aczel & Sounderpandian, 7/e, Tata- McGraw Hill, 2006.		
6. James R. Evans, Business Analytics - Methods, Models and Decisions, Prentice Hall, 1st edition, 2013, ISBN - 978-0-13-295061-9		
6. Anderson, Sweeney and Williams, Quantitative Methods for Business, Thomson, 2005, ISBN 981- 240-641-7		

**NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)
COURSE CODE: 1.5**

NAME OF THE COURSE: CORPORATE COMMUNICATION AND SKILLS

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
Pedagogy: Lecturing in combination with tutorials, Group discussion, Seminars and Case Analysis.			
Course Objectives: The Course aims to develop students' proficiency in professional communication to enhance their effectiveness in organizational settings. It focuses on building core skills such as written, verbal, and non-verbal communication, alongside fostering active listening and interpersonal abilities.			
Course Outcome:			
<ul style="list-style-type: none"> • Students will be able to demonstrate effective verbal and non-verbal communication skills tailored to diverse corporate contexts, including presentations and team interactions. • Learners will develop proficiency in writing professional documents, such as reports, emails, and proposals, ensuring clarity, conciseness, and impact. • Students will gain the ability to navigate workplace challenges through active listening, negotiation, and conflict resolution, fostering collaboration and professional relationships. 			
Syllabus:		Teaching Hours	Total Hours
MODULE 01: Introduction			
UNIT 1: Nature, Scope, Basic Types of Communication – Verbal and Non-Verbal, Process of Communication, Barriers to Communication.		04	
UNIT 2: Basics of Corporate Communication – Communication Structure in Organisation, Formal and Informal Communication.		06	16
UNIT 3 : 7 C's of communication, Crisis in communication.		06	
MODULE 02: Corporate Oral Communication:			
UNIT 1: Meaning and Importance of Oral Communication, Three aspects of Oral Communication – Conversing, Listening, and Body Language.		04	
UNIT 2: Interviews - Types, Skills required to prepare for interviews		06	16
UNIT 3: Meeting - Types, Roles and Responsibilities of Chairman in Conducting Effective meeting.		06	
MODULE 03: Written Communication in Corporates			
UNIT 1: Principles of Effective Writing- Accuracy, Brevity, Language, Tone, etc.		04	
UNIT 2: Corporate Letters, E-mail, Memos and Report Writing		06	16
UNIT 3: Resumes and CVs, Soft skills.		06	

<p>MODULE 04: Inter-Cultural Communication and Applications of Business Communication</p> <p>UNIT 1: The New Global Mantra: Go Local, Cultural Sensitivity, Some examples of Cultural Diversity. Guidelines for Inter-Cultural Communication</p> <p>UNIT 2: Presentation Skills, Negotiation Skills, Business Etiquette, Group Discussion.</p> <p>UNIT 3: Personal skills, personal branding and social skills.</p>	<p>04</p> <p>06</p> <p>06</p>	<p>16</p>
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1) Mock interviews and personality development. 2) Role plays to initiate meaningful communication. 3) Case study to observe the empathetic behaviour skills. 		
<p>References:</p> <ol style="list-style-type: none"> 1. Business Communication - PD CHATURVEDI, MUKESH CHATURVEDI Pearson Edition. 2. Business Communication, Process and Product- Marry Ellen Guffey- Thomson Learning. 3. Basic Business Communication - Lesikar, Flatley TMH 4. Advance Business Communication - Penrose, Rasberry, Myers Thomson Learning. 5. Business Communication - MK Sehgal & V. Khetrapal, Excel Books. 6. Business Communication Today - Bovee Thill Schatzman- Pearson & Education. 7. Effective Technical Communication - M Ashraf Rizvi. TMH. 8. Contemporary Business Communication - Scot Ober-Biz Tantra. <p>Business Communication - Krizan, Merrier, Jones – Thomson Learning.</p>		

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)
COURSE CODE: 1.6

NAME OF THE COURSE: BUSINESS AND LEGAL ENVIRONMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
Pedagogy: Classrooms lecture, tutorials, Group discussion, Seminar, Case studies.			
<p>Course Outcomes: The course aims to provide students with a comprehensive understanding of the dynamic relationship between business operations and legal frameworks. It focuses on equipping learners with knowledge of key laws and regulations, including corporate, contract, labor, and intellectual property laws, that influence organizational decision-making.</p> <p>Course Outcomes:</p> <ul style="list-style-type: none"> • Students will be able to analyze the impact of legal frameworks on business operations, including corporate governance, contracts, and regulatory compliance. • Learners will develop the skills to identify and mitigate legal risks in business decisions while ensuring adherence to ethical and statutory requirements. • Students will demonstrate the ability to align business strategies with the legal environment, fostering sustainable and responsible organizational practices. 			
Syllabus:		Teaching Hours	Total Hours
MODULE NO. 1: introduction to business environment			
UNIT 1: Meaning, Definitions, Nature, Scope and Importance of Business Environment, Factors Affecting Environment to the Business		06	
UNIT 2: PESTLE-Political, Economic, Socio-cultural, Technological, Legal and Ecological environment, Opportunities and Threats as environmental issues to address by Businesses.		06	16
UNIT 3: Introduction to Demographic environment, Size of Population, Age Structure, Other demographic trends.		04	

<p>MODULE NO. 2: Economic And Technological Environment.</p> <p>UNIT 1: Liberalization, Privatization and Globalization (LPG) Globalization, Challenges Of International Business, Why Firms Go Global, Routes Of Globalization.</p> <p>UNIT 2: Meaning and Nature of Economic Environment, Government Policies Role of WTO, IMF and World Bank in global economic development.</p> <p>UNIT 3: Meaning, Features, Impact Of Technology On Business, Information Technology Act. Emerging Trends.</p>	<p>05</p> <p>06</p> <p>05</p>	<p>16</p>
<p>MODULE NO. 3: Social And Cultural Environment.</p> <p>UNIT 1: Concept and meaning of social responsibility. Business and Ethics-Social Responsibility of Business-Its impact on Business Decisions.</p> <p>UNIT 2: Societal Structure and Features, Entrepreneurial Society and its implications for business. Social responsibility of business, social audit, consumer rights and business.,</p> <p>UNIT 3: Concept of culture, Business And Culture, Language, Culture And Organizational Behaviour, Impact of Culture on business growth.</p>	<p>07</p> <p>05</p> <p>04</p>	<p>16</p>
<p>MODULE NO. 4: Legal Environment.</p> <p>UNIT 1: Introduction to legal environment of business.</p> <p>UNIT 2: Law on Patents, Law on Consumer Protection, Law on Environmental Protection, Need for Clean energy and Reduction of Carbon footprint.</p> <p>UNIT 3: Nature and Registration, Kinds of Companies, Memorandum of Association, Articles of Association, unfair Trade Practice.</p>	<p>02</p> <p>07</p> <p>07</p>	<p>16</p>
<p>Skill Developments Activities:</p> <ol style="list-style-type: none"> 1. Collect information on Information Technology and analyse its impact on business performance. 2. Select three companies of your choice and make an extensive analysis of external and internal environment. 3. Write a legal procedure for establishing a new venture. 4. Prepare a flow chart describing the procedure to file application under Intellectual Property Right in India for a Patent/Copy Right. 		
<p>References:</p> <ol style="list-style-type: none"> 1. F. Cherunilam, Business and Government, Himalaya Publishing House 2. K. Ashwathappa, Essential of Business Environment, Himalaya Publishing House. 3. K. Puri and S. K. Misra, Economic Environment of Business, Himalaya Publishing House. 4. Buchholz, Business Environment and Public Policy; Implication for Management and Strategy formulation, Prentice Hall of India. 		

5. N.D. Kapoor & Business Laws and Management; Sultan Chand & Sons. Dinkar Pagare.
6. M.C. Kuchhal Mercantile Law; Vikas Publishing House, New Delhi.
7. M.C. Shukla A Manual of Mercantile Laws; Sultan Chand & Company, New Delhi.

Note: Latest edition of text books may be used.

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)
COURSE CODE: 1.7

NAME OF THE COURSE: INFORMATION TECHNOLOGY FOR MANAGERS

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
Pedagogy: Classrooms lecture, tutorials, Group discussion, Seminar, Case studies.			
Course Objectives: The course aims to equip students with the knowledge and skills to leverage information technology (IT) for strategic decision-making and operational efficiency in organizations. It focuses on the role of IT in enabling business processes, enhancing customer experiences, and driving innovation.			
Course Outcomes:			
<ul style="list-style-type: none"> • Students will be able to evaluate and leverage information technology to enhance business processes, decision-making, and organizational performance. • Learners will develop skills to analyse IT infrastructure, enterprise systems, and emerging 			
Syllabus:		Teaching Hours	Total Hours
MODULE NO. 1: Information Technology			
UNIT 1: Introduction to information technology, Trends, software programming.		04	
UNIT 2: Emerging mobile digital platform, cloud computing and types of services.		06	16
UNIT 3: IOT and digitization, IOT impact, IOT Challenges.		06	
MODULE NO. 2: Concept of MIS			
UNIT 1: Management information system – Concept, Definition, Types of Systems used in Organisation.		04	
UNIT 2: Role of MIS in Organisation, Electronic Business, Electronic Commerce.		06	16
UNIT 3: Electronic Commerce Models, Types of E- Commerce, E-commerce marketing, M- commerce services and applications.		06	
MODULE NO. 3: Fundamentals of Artificial Intelligence			
UNIT 1: The historical evolution of Artificial Intelligence, Application of Artificial Intelligence, Problems in Artificial Intelligence.		04	
UNIT 2: Approaches used in Artificial Intelligence, Tools used in Artificial Intelligence, Different types of Artificial Intelligence Technology.		06	16
UNIT 3: Internet, World Wide Web, Internet Architectures, Cyber-crime, Malware and Its types, and Google Forms.		06	

MODULE NO. 4: E-Business lab (Practical Lab has to conducted)		
UNIT 1: Introduction Office Software: Use of MS-Office, Basics of MS-Word, MS-Excel, MS-PowerPoint.	04	
UNIT 2: Introduction Office Software: Use of MS- Office	06	16
UNIT 3: Basics of MS-Word, MS-Excel, PowerPoint, Office Automation- E-office and their applications in business	06	
Skill Developments Activities: <ul style="list-style-type: none"> • Business Lab has to conduct. • Artifice Inelegancy Group Discussion. Presentation of fortune five hundred company.		
References: <ol style="list-style-type: none"> 1. Sudalaimuthu & Hariharan, Information Technology for Managers, Himalaya publications. 2. D.Monley & CS Parker, Understanding Computers Today & Tomorrow, Cengage/Thomson 3. ITL Education Solutions Ltd, Introduction to Computer Science, Pearson 4. Kenneth. C. laudon, MIS. PEARSON. 2013 5. Jaiswal & Mital, MIS, Oxford University Press, Latest edition. 6. Srinivasa K G, "Internet of Things", CENGAGE Leaning India, 2017. 7. Sanjay Saxsena- MS Office 2000- Vikas Publishing House. 8. Niranjana Shrivastava- Computer Applications in management, Dreamtech Press. 		
Note: Latest edition of textbooks and reference Books may be used		


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NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE CODE: 2.1

NAME OF THE COURSE: OPERATIONS AND QUALITY MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.			
<p>Course objective: This course focuses on managing complex management system to produce and distribute product and services efficiently and effectively through various concepts of quality improvement tools for implementing quality culture in production industries.</p> <p>Course Outcomes:</p> <ol style="list-style-type: none"> 1. Understand core concepts and strategies in Operations and Quality Management. 2. Implement quality frameworks such as TQM, Six Sigma, and ISO standards. 3. Solve real-world problems using forecasting, scheduling, and optimization tools, and Collaborate effectively to address operations and quality challenges. 			
Syllabus:		Teaching Hours	Total Hours
<p>MODULE NO. 1: Introduction to Production and Operations Management</p> <p>UNIT 1: Definition and Concepts, Difference between Products and Services, Recent Trends in Production and Operations Management.</p> <p>UNIT 2: Nature and Scope of Production and Operations Management, Types of Production Systems.</p> <p>UNIT 3: Strategic Role of Operations in Business, Operations Management in Services and Manufacturing</p>		04 06 06	16
<p>MODULE NO. 2: New Product Planning and Development (NPD) and Production Planning and Control</p> <p>UNIT 1: Introduction, Steps of NPD, New Product Selection or Development Process. CAD and CAM Models.</p> <p>UNIT 2: Production Process and Facility Layout, Types of Facility Layouts, Flexible Manufacturing and Lean Systems.</p> <p>Unit 3: Types of PPC, Aggregate Planning, Capacity and Material requirement Planning</p>		04 06 06	16
<p>MODULE NO. 3: Inventory Management and Control</p> <p>Unit 1: Definition and Concepts of inventory management</p> <p>UNIT 2: Inventory Management Problems EOQ (Economic Order Quantity), Reorder Point and Safety Stock Calculations, JIT, ABC and VED Analysis Problems</p> <p>UNIT 3: Supply Chain Management- Meaning, Features, Uses and Logistics Management</p>		04 06 06	16


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<p>MODULE NO. 4: Quality Management and Continuous Improvement</p> <p>UNIT 1: Principles of Quality Management, Quality Gurus and their contribution to TQM Practices.</p> <p>UNIT 2: Statistical Quality Control (SQC) Tools and Techniques: Bar Chart, Histogram, Pareto Analysis, Fishbone Diagram, Quality Function Deployment.</p> <p>UNIT 3: Total Quality Management (TQM) Frameworks, Certifications- ISO 9001, ISO 14001, and Industry 4.0 Standards. Contemporary Practices - Quality Circles, Lean Six Sigma and Agile Quality.</p>	<p>04</p> <p>06</p> <p>06</p>	<p>16</p>
<p>Skill Developments Activities:</p> <ol style="list-style-type: none"> 1. Process Mapping and Optimization Students analyze a real-world business operation and create a process flowchart. 2. Industry Visit or Virtual Factory Tour: Visit a manufacturing or service organization to observe operations and quality management practices and submit a report analyzing their processes and systems. <p>Case Studies on Six Sigma and TQM Implementation.</p>		
<p>References:</p> <ol style="list-style-type: none"> 1. Production and Operations Management - Dipak Kumar Bhattacharyya 2. Production and Operations Management - R. B. Khanna 3. Operations Management - William J. Stevenson (Latest Edition) 4. Quality Management for Organizational Excellence - David L. Goetsch and Stanley Davis 5. Operations Management: Processes and Supply Chains - Krajewski, Malhotra, and Ritzman 6. Lean Six Sigma Pocket Tool book by Michael L. George. 		

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE CODE: 2.2

NAME OF THE COURSE: MARKETING MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
Pedagogy: Lecturing in combination with Case analysis, Group discussion and Seminars.			
Course objective:			
<ul style="list-style-type: none"> This course is designed to help students to understand the concept of marketing management and learn about marketing process for different types of products and services. 			
Course specific outcomes:			
<ul style="list-style-type: none"> Students will demonstrate strong conceptual knowledge in the functional area of marketing management. Students will demonstrate effective understanding of relevant functional areas of marketing management and its application. Students will demonstrate analytical skills in identification and resolution of problems pertaining to marketing management. 			
Syllabus:		Teaching Hours	Total Hours
MODULE NO.1: Introduction			
UNIT 1: Introduction to Marketing – Elements of Marketing Concepts – Functions of Marketing.		04	
UNIT 2: Marketing Management Philosophies – Marketing process – Marketing environment.		06	16
UNIT 3: – Marketing mix – Consumer market and Consumer Buying Behaviour.		06	
MODULE NO. 2: Product & Price Decision		04	
UNIT 1: Product Decision - Market Segmentation- Positioning and Targeting.			
UNIT 2: Branding Strategies – Packaging as a Marketing tool, Concept of Product - Price Decision –		06	16
UNIT 3: Price Decision Objectives – Pricing Policies – Pricing Methods and Strategies.		06	
MODULE NO. 3: Promotion & Distribution Decision			
UNIT 1: Promotion Decision – Kinds of Promotion – Tools and Techniques of Sales Promotion, Push and Pull Strategies.		04	
UNIT 2: Advertising campaign – Developing advertising strategy, Evaluating advertising sales promotion – Developing the sales promotion programs.		06	16
UNIT 3: Channel decision – Factors affecting channel choice – Channel Management Decision.		06	

<p>MODULE NO. 4: Integrated Marketing Communication Skill Developments</p> <p>UNIT 1: Integrated Marketing Communication –IMC strategies- Marketing Research – Procedure of Marketing research.</p> <p>UNIT 2: Marketing Control – Marketing Audit – Direct Marketing, Holistic Marketing, Content Marketing – Social Media Marketing – Viral Marketing – Event Marketing.</p> <p>UNIT 3: Holistic Marketing – Green Marketing – Content Marketing – Social Media Marketing – Viral Marketing – Event Marketing.</p>	<p>04</p> <p>06</p> <p>06</p>	<p>16</p>
<p>Skill Developments Activities:</p> <ol style="list-style-type: none"> 1. Identify a company Marketing FMCG products and analyze its Marketing Strategies 2. Prepare a report on strategies adopted by firms to create Brand awareness of Automobile cosmetics, electronics and jewelry products 3. Prepare a report on the consumer buying behavior for lifestyle products and electronic goods. 4. Design an advertisement for print and electronic media for the marketing of two wheelers and kids products and enact the same in the class. 5. Live sales project for students. 		
<p>References:</p> <ol style="list-style-type: none"> 1. Philip Kotler: Marketing Management: Analysis- Planning and Control- PHI 2. Cundiff- Still & Govoni : Fundamental of Morden Marketing - PHI 3. Ramaswamy V S & Namakumari S: Marketing Management- Planning- Implementation and Control- Macmillan 4. Michael J. Etzel- Marketing - TMH 5. William O Bearden- Marketing principles and perspectives- International Edition 6. 6 Advertising and Promotions IMC Perspectives- Belch and Belch - TMH 7. 7 O'Guinn- Alien- Serpenik- Advertising and integrated Brand Promotion- Thomson Learning 		

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE CODE: 2.3

NAME OF THE COURSE: FINANCIAL MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	64 Hrs

Pedagogy: Lecturing in combination with tutorials, Group discussion, Seminars and Case Analysis.

Course objective:

The focus of this course is on the understanding of techniques and concepts and in showing their application to financial decision making. The paper will examine the objective of shareholder wealth maximization which encompasses much of modern corporate finance and its implication for decision making in the present context.

Course Outcomes: On Successful completion Student will demonstrate

- 1) Understand the basic Concepts of Accounting and Finance.
- 2) Prepare Journal Entries and subsidiary books
- 3) Depreciation calculation by different methods.
- 4) Prepare Trial balance and Financial Statements.

Syllabus:	Teaching Hours	Total Hours
MODULE 01: INTRODUCTION		
UNIT 1: Concept of finance and finance function, Financial Goal: Profit V/s. Wealth Maximization, Organization of finance functions.	04	16
UNIT 2: Financial Planning: Objectives and considerations.	06	
UNIT 3: capitalization- Over and under capitalization.	06	
MODULE 02: CAPITAL STRUCTURE		
UNIT 1: Optimum Capital Structure, Capital Structure.	04	16
UNIT 2: Theories, Features of sound Capital Mix.	06	
UNIT 3: Leverage - Financial and Operating leverage, Sources of Finance.	06	
MODULE 03: WORKING CAPITAL MANAGEMENT		
UNIT 1: Concept, Importance and Determinants, Sources of Working Capital Finance.	04	16
UNIT 2: Cash Management: Motive for holding Cash, Control of Cash Collection and Disbursement, Receivable Management, Nature and Goals of Credit Policy, Optimum Credit Policy, Credit Policy Variables.	06	
UNIT 3: Inventory Management: Objective, Inventory Control Techniques.	06	

<p>MODULE 04: COST OF CAPITAL</p> <p>UNIT 1: Concept, Importance of cost of capital.</p> <p>UNIT 2: Calculation of cost of capital of equity share, Preference Share, Debentures and retained Earnings.</p> <p>UNIT 3: Capital Budgeting: Features, Methods of Capital Budgeting: Features, Methods of Capital Budgeting.</p>	<p>04</p> <p>06</p> <p>06</p>	<p>16</p>
<p>Skill Development Activities :</p> <ol style="list-style-type: none"> 1) Preparing the Budgeting for Companies. 2) Understanding the Financial Statements Analysis. 3) Understanding the Cost Benefit Analysis. 4) Doing Debt Management Exercise. 5) Understanding the Investment simulations. 		
<p>References:</p> <ol style="list-style-type: none"> 1. Ravi M. Kishore , Financial Management, Taxman Publications. 2. Khan and Jain, Financial Management, Tata Mc Graw-Hill. 3. S.N.Maheshwari, Fundamentals of Financial Management- Sultan Chand Publications. 4. I.M.Pandey, Financial Management, Vikas Publishers. 5. Prasanna Chandra, Financial Management Theory and Practice, Tata McGraw- Hill. 		

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE CODE: 2.4

NAME OF THE COURSE: HUMAN RESOURCE MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
Pedagogy: Lecturing in combination with tutorials, Group discussion, Seminars and Case Analysis.			
Course objective: This course is designed to understand the concept of Human Resource Management and elucidate the concept of human resource planning, recruitment, training and development and other contemporary issues in organization.			
Course Outcomes: 1. Understand the HRM from a systematic and strategic perspective. 2. Describe the effective practices in the areas of recruitment, selection, training, performance appraisal and compensation. 3. To provide the insights about recent trends in the Human Resource Management.			
Syllabus		Teaching Hours	Total Hours
Module 1: Fundamentals of Human Resource Management			
Unit 1: Introduction to HRM Definition, scope, and importance of HRM, Evolution of HRM and strategic HRM, Role of HRM in achieving organizational goals.		04	
Unit 2: Human Resource Planning Workforce planning and demand-supply analysis, Job analysis, job design, and competency frameworks, Recruitment and selection strategies.		06	16
Unit 3: Employee Lifecycle Management On boarding and orientation programs, Employee engagement and satisfaction, Retention strategies and managing attrition.		06	
Module 2: Talent Management and Development			
Unit 1: Performance Management Systems Objectives and importance of performance management, Methods and tools for performance appraisal, providing feedback and managing underperformance.		04	
Unit 2: Training and Development Designing effective training programs, Techniques for skill development and learning, measuring the impact of training initiatives.		06	16
Unit 3: Career and Succession Planning Identifying and nurturing talent, Leadership development and mentoring, Succession planning for critical roles.		06	

<p>Module 3: Employee Relations and Legal Compliance</p> <p>Unit 1: Employee Relations Building effective employee relations, Grievance handling and conflict resolution, Role of HR in maintaining organizational harmony.</p> <p>Unit 2: Labour Laws and Workplace Policies Overview of key labour laws (e.g., industrial disputes, compensation, contracts), Workplace policies for safety, harassment prevention, and equality, Compliance and handling legal disputes.</p> <p>Unit 3: Ethics and Diversity in the Workplace Ethical practices in HRM, Diversity, equity, and inclusion strategies, Creating an inclusive organizational culture.</p>	<p>04</p> <p>06</p> <p>06</p>	<p>16</p>
<p>Module 4: Trends and Technology in HRM</p> <p>Unit 1: HR Analytics and Data-Driven Decision Making Importance of HR analytics in decision-making, Tools and techniques for data analysis in HRM, Predictive analytics for workforce planning.</p> <p>Unit 2: Technology in HRM Role of HR Information Systems (HRIS), Automation and AI in HR functions, Emerging trends like remote work and gig economy management.</p> <p>Unit 3: Global HRM Managing cross-cultural teams and expatriates, Challenges of HRM in global organizations, Adapting HR practices to international standards and policies.</p>	<p>04</p> <p>06</p> <p>06</p>	<p>16</p>
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1) Role playing exercises. 2) Interview simulations. 3) Team building Activities. 4) Performance Appraisal Exercise. 5) Job description creation. 		
<p>References:</p> <ol style="list-style-type: none"> 1. Bernadin, Human Resource Management, Tata McGraw Hill, 8th edition 2012. 2. Wayne Cascio, Managing Human Resource, McGraw Hill, 2007. 3. Human Resource Management - John M. Ivancevich, 10/e, McGraw Hill. 4. Human Resource Management in practice - Srinivas R. Kandula, PHI, 2009 		

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE CODE: 2.5

NAME OF THE COURSE: ORGANISATION BEHAVIOUR

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
Pedagogy: Lecturing in combination with tutorials, Group discussion, Seminars and Case Analysis.			
<p>Course objective: This course is to familiarize the students with Basic concepts of Behavioural process in the Organization and its effectiveness.</p> <p>Course specific outcomes:</p> <ul style="list-style-type: none"> • To elevate students' awareness towards personality, perception and attitudes. • To understand group behaviour, organizational culture etc. • To enrich students knowledge by highlighting emerging trends in OB. 			
Syllabus:		Teaching Hours	Total Hours
<p>Module 1: Fundamentals of organization behaviour Unit 1: introduction to organization behaviour – fundamental concepts. Unit 2: Nature and scope of organization behaviour, Historical perspective of OB. Unit 3: Models of organization behaviour, managerial, Organizational and Global Challenges to Organization Behaviour Manager.</p>		04 06 06	16
<p>Module 2: The Individual Unit 1: Foundations of individual behaviour - individual differences, factors influencing individual behaviour. Unit 2: Personality – concept of personality, determinants of personality, personality theories, cases. Unit 3: perception – Meaning and importance of perception, perception process, factors influencing perception, cases, attitudes – Nature of Attitudes, components of attitudes, Sources and measurements of attitude, changing attitudes and its barriers, cases.</p>		04 04 08	16
<p>Module 3: The Group and Organization Unit 1: Foundation of group behaviour – meaning and nature of Group, Stages of Group Developmental and its Types, Group Norms cohesiveness, cases. Unit 2: Motivation – Meaning and importance of motivation, motivational techniques, theories of motivation, cases. Unit 3: Employee counselling, Importance and functions of counselling, Transactional Analysis, Self - concept and Life positions. Leadership - Styles, Team building technics and participating management.</p>		04 06 06	16

<p>Module 4: Dynamics of Organization</p> <p>Unit 1: Conflict management -Nature of conflict, types and Sources of conflict, conflict management, cases.</p> <p>Unit 2: Organization culture – Meaning, characteristics and functions. Organization change and development- Meaning and nature of change, importance and change implementation, importance of organizational development, steps and technics of organizational development.</p> <p>Unit 3: Neuro linguistics program- Meaning, importance, and applications of NLP</p>	<p>04</p> <p>06</p> <p>06</p>	<p>16</p>
<p>BOOKS FOR REFERENCE</p> <ol style="list-style-type: none"> 1. Robbins, S.P. Organizational Behaviour, Prentice Hall of India. 2. Robert A. Baron and Jerald Green Berg, Organizational behaviour, Prentice Hall of India. 3. Luthans,F. Organizational behaviour, Tata Mc-Graw Hill, New York. 4. Keith Davis and Newstrom, Organizational behaviour, Tata Mc-Graw Hill, New York. 5. Sharma,R.A. Organizational theory and behaviour, Tata Mc-Graw Hill, New York. 6. Gergory Moorhead and Ricky W Griffin, Organizational behaviour, jaico publishing. House, Mumbai. 7. Davis, Human Behaviour at Work and Organizational behaviour Tata Mc-Graw Hill, New York. 8. Uday Pareek, Understanding Organizational behaviour, Oxford and IBH publications, Jaipur. 		

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE CODE: 2.6

NAME OF THE COURSE: OPERATIONS RESEARCH AND ANALYTICS

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
Pedagogy: Classrooms lecture, tutorials, Group discussion, Seminar, Case studies.			
<p>Course Objective: Operations Research and analytics aims to introduce students to the use of quantitative methods and techniques for effective decisions-making; model formulation and applications that are used in solving business decision problems.</p> <p>Course Outcomes: On successful completion Student will demonstrate</p> <ul style="list-style-type: none"> • Operations Research and analytics aims to introduce students to the use of Mathematical models and techniques for effective decisions-making. • Students will be able to Identify and develop operational research models from the verbal description of the real system. • Course help to understand the mathematical tools that are needed to solve business problems. 			
Syllabus:		Teaching Hours	Total Hours
<p>MODULE NO. 1: INTRODUCTION TO OPERATIONS RESEARCH AND ANALYTICS.</p> <p>UNIT 1: Introduction to Operations Research: Meaning and definition, scope, objectives, phases, and limitations of Operations Research.</p> <p>UNIT 2: Introduction: What is analytics? Historical Overview of data analysis, types and application of Analytics, Descriptive analytics and Predictive analytics.</p> <p>UNIT 3: Introduction to Mathematical Models. Role of Mathematical models in business decisions.</p>		06 06 04	16
<p>MODULE NO. 2: ASSIGNMENT AND TRANSPORTATION THEORY</p> <p>UNIT 1: Introduction to Assignment Model, Formulation, Balanced and unbalanced problems, using Hungarian method for optimal solution. (Maximisation and Minimization Cases)</p> <p>UNIT 2: Concept of Travelling Salesman, Solving of problems.</p> <p>UNIT 3: Transportation Problem. Formulation, Finding basic feasible solutions–Northwest corner rule, least cost method and Vogel’s approximation method. Solution, unbalanced Transportation problem. Optimality test.</p>		06 04 06	16
<p>MODULE NO. 3: LINEAR PROGRAMMING</p> <p>UNIT 1: Introduction to linear Programming.</p> <p>UNIT 2: Formulation of LPP, Graphical solution of LPP.</p> <p>UNIT 3: Introduction to Simplex Model. Solutions to the problems of LPP using simplex method and Solution to Degeneracy.(Maximisation and Minimization Cases)</p>		04 06 06	16

<p>MODULE NO. 4: NETWORK FUNDAMENTALS AND GAME THEORY</p> <p>UNIT 1: Meaning Features, Describing components of Network and Drawing Network, Scheduling the Activities (PERT and CPM).</p> <p>UNIT 2: Finding Critical Path, Calculating Total Float, Calculation of Variance.</p> <p>UNIT 3: Concept of Game Theory, saddle point, Solution of games with saddle points and without saddle point using Arithmetic method. Dominance principle and Graphical method to solve problems.</p>	<p>04</p> <p>06</p> <p>06</p>	<p>16</p>
<p>Skill Developments Activities:</p> <ol style="list-style-type: none"> 1. Hands-on exercises and projects using operation research techniques. 2. Analyse Real-world examples and case studies from various industries 		
<p>References:</p> <ol style="list-style-type: none"> 1. Bhimasankaram Pochiraju, and Sridhar Seshadri, Essentials of Business Analytics: An Introduction to the methodology and its application, Springer. 2. J K Sharma., “Operations Research Theory & Applications , 3e”, Macmillan India Ltd, 2007. 3. P. K. Gupta and D. S. Hira, “Operations Research”, S. Chand & co., 2007. 4. S. D. Sharma –Kedarnath Ramnath & Co 2002. 5. Taha H. A. Operations Research and Introduction,— Pearson Education edition 2. Operations Research, <p>Note: Latest edition of text books may be used.</p>		

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE CODE: 2.7

NAME OF THE COURSE: RESEARCH METHODS AND TECHNIQUES

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
Pedagogy: Classrooms lecture, tutorials, Group discussion, Seminar, Case studies.			
<p>Course objective:</p> <p>The course aims to provide students with a comprehensive understanding of the research process, equipping them with the skills to design, conduct, and analyze research in the context of business and management.</p> <p>Course Outcome:</p> <ul style="list-style-type: none"> • Students will be able to design and formulate research problems, selecting appropriate research methods for addressing business and management questions. • Learners will develop the ability to analyze and interpret both qualitative and quantitative data, applying statistical tools and techniques for meaningful insights. • Students will be equipped to write clear, structured research reports and present findings effectively, adhering to ethical standards and academic writing conventions. 			
Syllabus:		Teaching Hours	Teaching Hours
Module 1: Introduction to Research Methodology			
Unit 1: Basics of Research Definition, nature, and types of research & Importance of research in management, Research process and steps.		04	
Unit 2: Research Design Types of research designs: exploratory, descriptive, and experimental Formulating research problems and hypotheses & Sampling techniques and methods		06	16
Unit 3: Literature Review and Secondary Data Conducting a literature review, Identifying and reviewing academic sources & Utilizing secondary data in research.		06	
Module 2: Data Collection and Analysis			
Unit 1: Data Collection Methods Primary vs. secondary data, Qualitative and quantitative data collection techniques & Designing surveys, interviews, and focus groups.		04	
Unit 2: Measurement and Scaling Techniques Measurement scales: nominal, ordinal, interval, ratio, Reliability and validity in research instruments & Designing effective questionnaires and scales.		06	16
Unit 3: Data Analysis Techniques Descriptive statistics and data summarization, Inferential statistics: t-tests, chi-square tests, ANOVA & Using statistical software (e.g., SPSS, Excel) for data analysis.		06	

<p>Module 3: Qualitative and Quantitative Research</p> <p>Unit 1: Qualitative Research Methods Characteristics of qualitative research, Methods: case studies, grounded theory, ethnography, and content analysis & Analyzing qualitative data</p> <p>Unit 2: Quantitative Research Methods Overview of quantitative research, Experimental design and hypothesis testing & Correlation and regression analysis.</p> <p>Unit 3: Mixed-Methods Research Integration of qualitative and quantitative approaches, Designing mixed-methods studies & Advantages and challenges of mixed-methods research</p>	<p>04</p> <p>06</p> <p>06</p>	<p>16</p>
<p>Module 4: Report Writing and Ethical Issues in Research</p> <p>Unit 1: Research Report Writing Structure of a research report: introduction, methodology, results, discussion, Writing effective research papers and thesis & Citation styles (APA, MLA, Chicago, etc.)</p> <p>Unit 2: Ethical Issues in Research Research ethics and integrity, Plagiarism and how to avoid it & Ethical considerations in data collection and analysis.</p> <p>Unit 3: Presentation and Dissemination of Research Findings Techniques for presenting research findings, Writing research articles for publication & Communicating research results to diverse audiences.</p>	<p>04</p> <p>06</p> <p>06</p>	<p>16</p>
<p>Skill Developments Activities:</p> <ol style="list-style-type: none"> 1. Research problem identification exercise: Identify research gaps in a given topic 2. Scale development exercise: Create a measurement scale for a given construct 3. Report writing workshop: Write a research report 4. Conducting a survey on current trends, issues or on product or service. 5. Workshop on Advanced Excel and SPSS 		
<p>References:</p> <ol style="list-style-type: none"> 1. Research Method for Management and Commerce - K.V. Rao 2. Research Methodology Methods and Techniques - C.R. Kothari 3. Research Methods the basics - Nichoals Williams 4. Business Research Methods - William G Zikmund 5. Social Research Methods: Qualitative and Quantitative Approaches - W. Lawrence Neuman 6. Methodology and Techniques of Social Research – Wilkinson. Bhadarkar. 7. Assignment and Thesis Writing - Anderson. 		


Institute of Studies
Devgangotri, Uttarakhand
Shri Jagadgururambhadracharya-02

Davangere University
Institute of Management Studies
Course Structure for III and IV semester MBA Program with Dual Specialization for the academic year 2025-26

Semester-III

Sl.No	Paper	Instruction (Theory) Hrs per Week	No of Credits	Duration of the Exam.	IA	Theory	Total
1	3.1: Corporate Governance and Business Ethics (CPT)	4	4	3 Hrs	30	70	100
2.	3.2: Startups and incubation Management (GEP)	4	4	3 Hrs	30	70	100
3	3.3: (DEP) FM1/MM1/HRM1/BA1	4+4	4+4	3 Hrs	30x2=60	70x2=140	100x2=200
4	3.4: (DEP) FM2/MM2/HRM2/ BA2	4+4	4+4	3 Hrs	30x2=60	70x2=140	100x2=200
5	3.5 : (DEP) FM3/MM3/HRM3/BA3	4+4	4+4	3 Hrs	30x2=60	70x2=140	100x2=200
6	3.6. In plant Training Report (SEP)	2	2		10	40	50
7	3.7: OEP	2	2	2 Hrs	10	40	50
		28	28		200	500	700

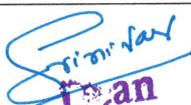
CPT: CORE PAPER THEORY
DEP: DISCIPLINE ELECTIVE PAPER

SEP: SKILL ENHANCEMENT PAPER
GEP: GENERIC ABILITY PAPER.

Mandatory Activity for 3rd Semester: A student must visit industry to enhance practical exposure on the subjects studied in the semester.

OEP: OPEN ELECTIVE PAPER	
OEP1:	Management Skills


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Choice for Specialization:

Note: Students of the Department are offered Dual Specialization where the students can choose two among the major stream and two among the minor stream (Finance, HR, Marketing and Business Analytics)

(**For Example:** Two Finance/Marketing/HR/Business Analytics paper as a major and two paper as a preferred minor stream of either Marketing or Finance or HR or Business Analytics for 3rd and 4th Sem)

DEP: DISCIPLINE ELECTIVE PAPER			
Financial Management	Marketing Management	Human Resource Management	Business Analytics
F1: Investment Analysis and Portfolio Management	MM1: Consumer Behavior and Marketing Research	HRM1: Training and Development	BA1: Python for business applications
F2: Banking and Insurance Management	MM2: Advertising and Brand Management	HRM2: Performance Management and Competency Mapping	BA2: Mastering Data Visualization and Reporting
F3: Behavioral Finance and Modeling	MM3: Retail Management and E Commerce	HRM3: Learning Organization and Development	BA3: Fundamentals of Exploratory Data Analysis


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Semester-IV

Sl.No	Paper	Instruction (Theory) Hrs per Week	No of Credits	Duration of the Exam.	IA	Theory	Total
1	4.1: Sustainable Development for Business. (CPT)	4	4	3 Hrs	30	70	100
2.	4.2: Strategic Management and leadership (GEP)	4	4	3 Hrs	30	70	100
3	4.3: (DEP) FM4/MM4/HRM 4/BA4	4+4	4+4	3 Hrs	30x2=60	70x2=140	100x2=200
4	4.4: (DEP) FM5/MM5/HRM 5/BA5	4+4	4+4	3 Hrs	30x2=60	70x2=140	100x2=200
5	4.5: (DEP) FM6/MM6/HRM 6/BA6	4+4	4+4	3 Hrs	30x2=60	70x2=140	100x2=200
6	4.6: Project Work (Report and case writing skills). (SEP)	4	4	0	30	70	100
		28	28		210	490	700

DEP: DISCIPLINE ELECTIVE PAPER			
Financial Management	Marketing Management	Human Resource Management	Business Analytics
F4: Corporate Finance and Restructuring	MM4: International Marketing	HRM4: Strategic and International HRM	BA4: Social Media Web Analytics
F5: International Financial Management	MM5: Industrial and services Marketing	HRM5: HR analytics	BA5: Functional Analytics: Applications in HR, marketing and Finance
F6: Derivatives and Risk Management	MM6: Rural and Digital Marketing	HRM6: Industrial Relations Management	BA6: Business Database Management System


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Question Paper Pattern

Third/Fourth SEMESTER MBA EXAMINATION _____ 2025/26

Code: _____ Title: _____ (2025-26 New Syllabus)

Time: 3 Hours

Max Marks: 70

Section-A

1. Answer any FIVE of the following each question carries TWO Marks. (5X2=10)

- a.
- b.
- c.
- d.
- e.
- f.
- g.

Section-B

Answer any FIVE of the following, each question carries FIVE marks (5X5=25)

- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

Section-C

Answer any Two of the following, each question carries TEN marks (2X10=20)

- 9.
- 10.
- 11.

Section-D

12. Case Study (Compulsory) (1X15=15)

Srinivasan
H/11/2025
ದೀನರು
ವಾಣಿಜ್ಯ ಮತ್ತು ನಿರ್ವಹಣಾಶಾಸ್ತ್ರ ನಿಕಾಯ
ದಾವಣಗೆರೆ ವಿಶ್ವವಿದ್ಯಾನಿಲಯ.
ಶಿವಗಂಗೋತ್ರಿ, ದಾವಣಗೆರೆ-02.

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III Semester Master Degree Examination, _____
(CBCS Scheme – New Syllabus)
(Interdisciplinary)

Code: _____ Title: Management Skills (Open Elective)

Time: 2 Hours

Max. Marks: 40

SECTION – A

1. Answer **any five** sub- questions from the following. Each sub- question carries **2** marks: (5X2=10)

- (a)
- (b)
- (c)
- (d)
- (e)
- (f)

SECTION – B

Answer any **Four** of the following questions. Each question carries **5** marks:

(4X5=20)

- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

SECTION – C

Answer the following questions, it carries **10** marks:

(1X10=10)

- 8.

Srinivas
4/11/2025
ದೀನರು
ವಾಣಿಜ್ಯ ಮತ್ತು ನಿರ್ವಹಣಾಶಾಸ್ತ್ರ ನಿಯಾಯ
ದಾವಣಗೆರೆ ವಿಶ್ವವಿದ್ಯಾನಿಲಯ,
ಶಿವಗಂಗೋತ್ರಿ, ದಾವಣಗೆರೆ-02.

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Shivagangothri, Davangere.

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Department of Management Services
Personnel Administration
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Nashville, Tennessee 37203

Director
Personnel Administration
1000 North 2nd Street
Nashville, Tennessee 37203

Director
Personnel Administration
1000 North 2nd Street
Nashville, Tennessee 37203

<p>MODULE NO. 3: Introduction to Corporate Governance</p> <p>UNIT 1: Definition and Conceptual Framework of Corporate Governance, Business Ethics – an important Dimension to Corporate Governance, Fair and Unfair Business Practices.</p> <p>UNIT 2: Definition and Conceptual Framework of Corporate Governance, Business Ethics.</p> <p>UNIT 3: Important dimension to Corporate Governance, Fair and Unfair Business Practices.</p>	02+06+06	14
<p>MODULE NO.4: Corporate Governance in India</p> <p>UNIT 1: Origin – Concept corporate governance – Chronology of corporate governance in India. UNIT 2: The companies act, 2013 - corporate governance models. UNIT 3: Overseeing bodies – Ease of doing business – The road ahead: Future Perspective.</p>	02+06+06	14
<p>Skill Developments Activities:</p> <ul style="list-style-type: none"> • Presentations on selected topics related to Corporate Governance and Business Ethics. • Case-Based Learning focusing on ethical dilemmas in real organizations. • Quizzes and Debates to reinforce theoretical understanding and critical thinking. • Seminars and Group Discussions on emerging issues in ethics and governance. 		
<p>References:</p> <ol style="list-style-type: none"> 1. Murthy CSV: Business Ethics and Corporate Governance, HPH 2. Bholanath Dutta, S.K. Podder Corporation Governance, VBH. 3. Dr. K. Nirmala, Karunakara Readdy: Business Ethics and Corporate Governance, HPH 4. H.R.Machiraju: Corporate Governance 5. K. Venkataramana, Corporate Governance, SHBP. 6. N.M.Khandelwal: Indian Ethos and Values for Managers 7. S Prabhakaran, Business ethics and Corporate Governance 8. C.V. Baxi: Corporate Governance 9. R. R. Gaur, R. Sanghal, G. P. Bagaria, Human Values and Professional ethics 10. Prof. K. Viyyanna Rao -Business Ethics and Corporate Governance. <p>Note: Latest edition of textbooks and reference Books may be used</p>		



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<p>MODULE NO. 4: GOVERNMENT INITIATIVES FOR STARTUPS IN INDIA.</p> <p>UNIT 1: Government Initiatives–Startup India Initiative, Seed Fund– ASPIRE–SAMRIDDHI Scheme.</p> <p>UNIT 2: Mudra Scheme (Sishu, Kishore & Tarun) –ATAL Innovation Mission–MSME Multiplier Grants Scheme Credit Guarantee fund trust for micro & small business– Software Technology Park.</p> <p>UNIT 3: Venture Capital Assistance Scheme–Single Point Registration scheme–M-SIPS–Self Employment & Talent Utilization (SETU)</p>	02+07+07	16
<p>Skill Developments Activities:</p> <ul style="list-style-type: none"> • Visit any business organization and collect the information on types of planning adopted by them & organizational structure. • Prepare a Business Plan for startups. • List out Major Startups Incubators in your State. • Visit to Nearest Bank or Financial institution and prepare a Report on Financial Incentives Provided to startups. 		
<p>References:</p> <ol style="list-style-type: none"> 1. Anjan Raichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010. 2. S.R. Bhowmik and M. Bhowmik, Entrepreneurship, New Age International, 2007. 3. Steven Fisher, Ja-nae Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, McGraw Hill Education India Pvt. Ltd, 2016. 4. Koontz Harold (2004), Essentials of Management, Tata McGraw Hill. 5. S. Anil Kumar & S. Poornima – Entrepreneurship Development (New Age International Publishers) 6. Vasant Desai – Dynamics of Entrepreneurial Development and Management (Himalaya Publishing House) 7. Robert D. Hisrich, Michael P. Peters & Dean A. Shepherd – Entrepreneurship (McGraw Hill Education) 8. Peter F. Drucker – Innovation and Entrepreneurship: Practice and Principles (Harper Business) <p>Note: Latest edition of text books may be used.</p>		


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NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE CODE: DEP: F1: 3.3

**NAME OF THE COURSE: INVESTMENT ANALYSIS AND PORTFOLIO
MANAGEMENT**

Exam Marks: 70

IA Marks: 30

Exam Hrs: 03

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
Pedagogy: Lecturing, Case analysis, Group discussion and Seminars.			
Course objective: <ol style="list-style-type: none">1. To provide a thorough understanding of the investment process and familiarize students with stock markets in India and abroad.2. To offer insights into valuation, risk-return relationship, and efficient portfolio management.3. To understand the concepts, types, and significance of investments and financial markets.4. To learn techniques for constructing and managing an investment portfolio effectively.			
Course Specific Outcomes (CSO): <ul style="list-style-type: none">• Students will understand the investment process, stock market functioning, and the risk-return relationship.• They will gain knowledge of portfolio theories, analysis techniques, and tools for efficient portfolio management.• Students will apply portfolio construction techniques to achieve diversification and optimal performance.• Students will develop the ability to make informed investment decisions in real-world financial markets.			
Syllabus:		Teaching Hrs per Unit	Total Teaching Hrs
MODULE NO.1: Introduction to Investment UNIT 1: Basic concepts, various investment avenues, UNIT 2: Investment and speculation, Features of a good investment, Investment Process, Risk-return trade-off, UNIT 3: Measurement of historical risk and returns, expected risk and returns.		06+06+04	16
MODULE NO. 2: Securities Market UNIT1: Primary Market - Factors to be considered to enter the primary market, Modes of raising funds. UNIT 2: Secondary Market- Major Players in the secondary market, Functioning of Stock Exchanges, Trading and Settlement Procedures, Leading Stock Exchanges in India. UNIT 3: Stock Market Indicators - Types of stock market Indices, Indices of Indian Stock Exchanges.		06+06+04	16

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<p>MODULE NO. 3: Risk and Return Concepts UNIT 1: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk.</p> <p>UNIT 2: Calculation of Risk and returns, Portfolio Risk and Return: Expected returns of u portfolio.</p> <p>UNIT 3: Calculation of Portfolio Risk and Return, Portfolio with 2 assets, Portfolio with more than 2 assets.</p>	06+06+04	16
<p>MODULE NO.4: Security Analysis</p> <p>UNIT 1: Fundamental Analysis - EIC analysis (Economic- Industry- and Company)- factors/ indicators of risk- tools of EIC analysis- Technical analysis- Efficient Market Hypothesis</p> <p>UNIT 2: Modern Portfolio Theory: Markowitz model. Sharpe's single index model, Optimum portfolio selection.</p> <p>UNIT 3: Portfolio Management, Steps in portfolio creation, Active and passive portfolio management. Portfolio valuation, Sharpe's ratio, Treynor and Jensen measure. Portfolio revision - various methods.</p>	06+06+04	16
<p>Skill Development Activities:</p> <ul style="list-style-type: none"> • Analyzing real-world financial statements to assess investment potential. • Constructing and managing a sample investment portfolio using simulation tools. • Performing risk-return analysis of different securities and asset classes. • Applying fundamental and technical analysis techniques to evaluate stocks and other financial instruments. 		
<p>References:</p> <ol style="list-style-type: none"> 1. Security Analysis & Portfolio Management - Punithavathy Pandian, 2/e, Vikas, 2005. 2. Investment Analysis and Portfolio management-Prasanna Chandra, 31e, TM11, 2010. 3. Investment Management-Preethi Singh, 17le, Himalaya Publishing House 2010. 4. Investments -ZviBodie, Kane, Marcus &Mohanty, 8/e, TMH, 2010. 5. Investment Management - Bhalla V. K, 17/e, S.Chand , 2011. 6. Bodie, Z., Kane, A., & Marcus, A.J. (2022). Investments. 12th Edition. McGraw-Hill Education. 7. Reilly, F.K., & Brown, K.C. (2021). Investment Analysis and Portfolio Management. 12th Edition. Cengage Learning. 8. Elton, E.J., Gruber, M.J., Brown, S.J., & Goetzmann, W.N. (2021). Modern Portfolio Theory and Investment Analysis. 10th Edition. Wiley. <p>Note: Latest edition of textbooks and reference Books may be used</p>		


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NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE CODE: DEP: F2: 3.4

NAME OF THE COURSE: BANKING AND INSURANCE MANAGEMENT

Exam Marks: 70

IA Marks: 30

Exam Hrs: 03

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	64 Hrs
Pedagogy: Lecturing, Case analysis, Group discussion, and Seminars		
Course objective: <ol style="list-style-type: none">1. To provide an understanding of concepts of Indian banking system and Insurance,2. To understand the overview of commercial banking and services rendered,3. To provide an understanding of Insurance and General Insurance.,4. To give an overview of role of Insurance companies in Insurance Management.		
Course Specific Outcomes (CSO): <ul style="list-style-type: none">• Banking and Insurance Management is a foundation course for Banking and Insurance Management requirement Perspective for Managers.• This course provides imperative and practical insights, knowledge, technology, services and abilities required for managers to deal with the Banking and Insurance management.• Subjects give insight about the Management of Insurance companies and the practices followed by them.• Students will develop skills to manage banking and insurance operations effectively and make informed financial decisions.		
Syllabus:	Teaching Hrs per Unit	Total Teaching Hrs
MODULE NO.1: Introduction to Banking UNIT1: Definition and Meaning of Banking, Systems of Banking: Branch Banking, Unit banking, Chain Banking UNIT 2: Types of banks: Public Sector, Regional Banks, Private Sector Banks, Evolution of Indian Banks, Central Banking, RBI, Origin and growth, Functions of RBI UNIT 3: Bank Nationalization in India Banking Regulation Act, Banking Sector Reforms, Monetary system, Sources of funds, Quantitative and qualitative measures of credit control. Bank performance analysis and Future of Banking. (Theory)	06+06+04	16


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<p>MODULE NO. 2: Commercial banking: UNIT1: Structure, Role of commercial banks in socio economic development, Services rendered by commercial banking, Mechanism of Credit Creation, Limitations of Credit Creation,</p> <p>UNIT 2: Concept of Universal Banking, Home banking, ATMs, Internet Banking, Mobile Banking, Core Banking Solutions, Debit, Credit and Smart Cards,</p> <p>UNIT 3: Electronic Payment systems, MICR, Cheque Truncation, ECS, EFT, NEFT, RTGS (Theory)</p>	06+06+04	16
<p>MODULE NO. 3: Introduction to Insurances UNIT 1: Definition and Basic Characteristics of insurance- Requirements of an Insurable Risk Adverse Selection and Insurance</p> <p>UNIT 2: Insurance vs. Gambling Insurance vs. Hedging Types of Insurance-Essentials of Insurance Contracts.</p> <p>UNIT 3: Indian Insurance Industry Historical Framework of Insurance, Insurance sector Reforms in India. IRDA-Duties and powers of IRDA-IRDA Act <u>1999</u>, (Theory).</p>	06+06+04	16
<p>MODULE NO.4: General Insurance</p> <p>UNIT 1: Classification of Insurance, Life Insurance, Types of General Insurance, Insurance of Property, Pecuniary Interest, Liability and person</p> <p>UNIT 2: Types of policies: fire, marine, motor, engineering, aviation, agriculture, liability and person.</p> <p>UNIT 3: Health Insurance and types of Health Insurance, Factors to be considered for Premium Fixing. (Theory).</p>	06+06+04	16

Skill Development Activities:

- Analyzing different banking products and services through case studies.
- Simulating bank operations like account management, loans, and deposits.
- Evaluating various insurance policies and calculating premiums.
- Conducting risk assessment exercises and designing basic risk management strategies.

References:

1. Banking and Insurance-E. Gordon & P. K Gupta First Edition, 2012, Himalaya Publishing House
2. Banking Theory, Law and Practice- E. Gordon & K Natarajan 23rd Revised Edition 2012, Himalaya Publishing House
3. Banking Theory and Practice-K C Shekhar & Lekshmy Shekhar 20th Edition 2011, Vikas Publishing House
4. Banking and Financial Services-Mukund Sharma 2015, Himalaya Publishing House Risk Management and Insurance- Scott E Harrington & Gregory R Niehaus 2nd Edition 2004, Tata McGraw Hill
5. Principle of Risk Management and Insurance- George E Rejdasth Edition 2003, Pearson Education
6. Indian Institute of Banking & Finance (IIBF). (2022). Principles & Practices of Banking. Macmillan.
7. Rejda, G.E., & McNamara, M.J. (2021). Principles of Risk Management and Insurance. 14th Edition. Pearso


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NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION

COURSE CODE: DEP: F3: 3.5

NAME OF THE COURSE: BEHAVIOURAL FINANCE

Exam Marks: 70

IA Marks: 30

Exam Hrs: 03

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
Pedagogy: Lecturing, Case analysis, Group discussion, and Seminars.			
Course Objectives: <ol style="list-style-type: none"> 1. Understand the principles of behavioral finance and its divergence from traditional finance. 2. Examine cognitive biases and emotional factors influencing financial decision-making. 3. Develop and apply quantitative models to study investor behavior and market anomalies. 4. Evaluate empirical research and use behavioral insights to inform investment strategies. 			
Course Specific Outcomes: On successful completion Student will demonstrate <ul style="list-style-type: none"> • Identify and explain key behavioural biases affecting investors and markets. • Apply behavioural finance theories to portfolio management, risk assessment, and asset pricing. • Construct and interpret behavioural finance models using computational tools. • Critically analyse empirical evidence of market anomalies and investor behaviour. 			
Syllabus:		Teaching Hrs per Unit	Total Teaching Hrs
MODULE NO. 1: FOUNDATIONS OF BEHAVIORAL FINANCE UNIT 1: Introduction to Behavioural Finance: Limitations of traditional finance and Efficient Market Hypothesis (EMH). Role of psychology in financial decision-making. Overview of behavioural finance research. UNIT 2: Cognitive Biases: Overconfidence, Anchoring, Confirmation Bias. Representativeness, Availability Heuristic. Implications for individual and institutional investors. UNIT 3: Emotional Biases: Loss Aversion, Regret, and Endowment Effect. Impact on trading behaviour, risk perception, and decision-making. Examples from real-world financial markets		02+07+07	16
MODULE NO. 2: BEHAVIORAL MODELS OF DECISION MAKING UNIT 1: Prospect Theory: Value function: gains vs losses, concavity and convexity. Probability weighting and decision-making under risk. Applications in investment and portfolio choices UNIT 2: Mental Accounting: Segregation vs integration of gains/losses. Influence on consumption, savings, and portfolio decisions. Behavioral implications for asset allocation. UNIT 3: Behavioral Portfolio Theory: Layered portfolios and investor objectives: Role of psychological preferences in portfolio construction. Comparison with Modern Portfolio		02+07+07	16


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<p>MODULE NO. 3: MARKET ANOMALIES AND BEHAVIORAL ASSET PRICING</p> <p>UNIT 1: Market Anomalies. Calendar effects: January effect, day-of-the-week effect. Momentum and reversal effects. Overreaction and under reaction in stock markets</p> <p>UNIT 2: Behavioral Asset Pricing Models. Noise trader models. Limits to arbitrage and market inefficiency. Sentiment-driven pricing mechanisms</p> <p>UNIT 3: Overconfidence and Herding. Overconfidence in trading and market volatility. Herding behavior: causes and consequences. Modeling herding and overconfidence in empirical studies</p>	02+07+07	16
<p>MODULE NO. 4: QUANTITATIVE BEHAVIORAL MODELING AND APPLICATIONS</p> <p>UNIT 1: Quantitative Modeling Techniques. Data collection and model specification. Statistical tools and simulation methods (Excel, R, Python). Model validation and sensitivity analysis</p> <p>UNIT 2: Behavioral Risk Management. Identification of behavioral risk factors. Measuring and quantifying biases in investment decisions. Strategies to mitigate behavioral risks in portfolios</p> <p>UNIT 3: Empirical Research and Applications. Case studies of behavioral finance in markets. Applications in asset pricing, risk management, and policy.</p>	02+07+07	16
<p>Skill Developments Activities:</p> <ul style="list-style-type: none"> • Analyze real-world cases to identify cognitive and emotional biases in financial decisions. • Conduct hands-on simulations using Excel, R, or Python to model investor behavior. • Assess behavioral risks in portfolios and propose mitigation strategies. • Review and present recent research papers to enhance analytical and communication skills. 		
<p>References:</p> <ol style="list-style-type: none"> 1. Ackert, L., & Deaves, R. – Behavioral Finance: Psychology, Decision-Making, and Markets 2. Pompian, M. M. – Behavioral Finance and Wealth Management 3. Baker, H. K., & Nofsinger, J. R. – Behavioral Finance: Investors, Corporations, and Markets 4. Thaler, R. H. – Misbehaving: The Making of Behavioral Economics 5. Kahneman, D. – Thinking, Fast and Slow 6. Shefrin, H. – Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing Statman, M. – Behavioral Finance: The Second Generation 7. Montier, J. – Behavioral Finance: Insights into Irrational Minds and Markets <p>Note: Latest edition of text books may be used.</p>		


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<p>MODULE NO. 3: ONLINE BUYING CONSUMER BEHAVIOUR AND ENVIRONMENTAL DETERMINANTS.</p> <p>UNIT 1: Introduction to Online Buying Behaviour-Meaning and Definition of Online Buying Behaviour.</p> <p>UNIT 2: Reasons for Buying Through Online Channel- Consumer decision making Process towards online shopping.</p> <p>UNIT 3: Family Influences; Influence of Culture; Subculture & Cross- Cultural Influences; Group Dynamics and Consumer Reference Groups; Social Class: Family role.</p>	02+07+07	16
<p>MODULE NO. 4: MARKETING RESEARCH DYNAMICS.</p> <p>UNIT 1: Introduction, Meaning of Research, Research Characteristics, Various Types of Research.</p> <p>UNIT 2: Marketing Research and its Management, Nature and Scope of Marketing Research.</p> <p>UNIT 3: Research Process: An Overview, Formulation of a Problem, Research Methods, Research Design, Data Collection Methods, Sample Design, Data Collection, Analysis and Interpretation, Report Writing.</p>	02+07+07	16
<p>Skill Developments Activities:</p> <ul style="list-style-type: none"> • Collect information on Behaviour of consumers at an unorganized retail Outlets. • Prepare a questionnaire to conduct consumer survey to assets the important factor motivates their purchase like mobile, shoes, bags, etc. • Collect and record feedback on customer satisfaction online shopping. • Write a report on the marketing problem faced by an organization of your choice. 		
<p>References:</p> <ol style="list-style-type: none"> 1. K. Venkatramana, Consumer Behaviour, SHBP. 2. Philip Kotler, Marketing Management, Prentice Hall. 3. Bose Biplab, Marketing Management, Himalaya Publishers. 4. J.C. Gandhi, Marketing Management, Tata McGraw Hill. 5. Sontakki, Marketing Management, Kalyani Publishers. 6. Kuranakaran, Marketing Management, Himalaya Publishers. <p>Note: Latest edition of text books may be used.</p>		


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<p>MODULE NO. 3: Introduction to Brand Management. UNIT 1: Brand –Meaning, Definition, Functions of Brand to consumer, Role of Brand- Advantages of Brand, Product Vs Brand.</p> <p>UNIT 2: Brand Design- Meaning, understanding the competition, brand design, brand identity. Creation of Brands through goods, services, people, Organisation, Retail stores, places, online, entertainment, ideas, challenges to Brand builders.</p> <p>UNIT 3: Brand Management Process-Meaning, common brand problems, Steps in Brand Management Process and Strong Indian Brands (Case study)</p>	06+05+05	16
<p>MODULE NO. 4: Brand Building process</p> <p>UNIT 1: Customer Based Brand Equity-Meaning, Model of CBBE Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks- Resonance, Judgments, Feelings, performance, imagery, salience-Brand Building Implications, David Aaker’s Brand Equity Model.</p> <p>UNIT 2: Brand Identity & Positioning:Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism, Meaning, Point of parity & Point of difference, positioning guidelines.</p> <p>UNIT 3: Brand Value: Definition, Core Brand values, Brand mantras, Internal branding, Brand imitations, Brand extension and Global branding.</p>	06+06+04	16
<p>Skill Development Activities:</p> <ul style="list-style-type: none"> • Collect information on AD agencies and analyse their impact on business performance. • Select three companies AD of your choice and make an extensive analysis of concepts of message design, logo, layout, media selection, theme and other details • Collect the top 25 major brands and their details. • Develop a brand logo and slogan for a start-up company and explain the meaning behind it. 		
<p>References:</p> <ol style="list-style-type: none"> 1. Foundations of Advertising theory and Practice: S.A. Chunawalla and K.C. Sethia Himalaya Publishing House, 1999. 2. Advertising and Promotions IMC Perspectives: Belch and Belch, 9/e, Tata McGraw Hill, 2012. 3. Advertising & Integrated Brand Promotion - O’Guinn, Allen, Semenik, Cenage Learning. 4. Strategic Brand Management, Building Measuring & Managing Brand Equity – 2nd Ed Phi /Pearson Education – Kevin Lane Keller. 5. Brand Management -The Indian Context – Y L R Moorthi – Vikas Publication. 6. Integrated Advertising, Promotion, and Marketing Communications, Clow, Baack, 3/e, PearsonEducation, 2007. 7. Advertising an IMC perspective, S.N.Murthy & U Bhojanna, Excel Books. 8. Compendium Brand Management – Chunnawalla, 1/e, HPH, 2003. <p>Note: Latest edition of text books may be used.</p>		



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<p>MODULE NO. 2: E-COMMERCE AND DIGITAL RETAILING</p> <p>UNIT 1: Introduction to E-Commerce: History, growth, and current trends. Types of e-commerce models (B2C, B2B, C2C). Key success factors for online retailing.</p> <p>UNIT 2: Building an E-Commerce presence: Website design and development, user experience (UX), and mobile commerce. Online payment gateways and security.</p> <p>UNIT 3: Digital Marketing for E-Commerce: Search Engine Optimization (SEO), Search Engine Marketing (SEM), social media marketing, email marketing, affiliate marketing.</p>	02+07+07	16
<p>MODULE NO. 3: OMNICHANNEL RETAILING AND STRATEGIC DECISIONS</p> <p>UNIT 1: Understanding Omni channel Retailing: Concept, importance, and challenges of integrating online and offline channels. Seamless customer journey across touch points.</p> <p>UNIT 2: Retail Merchandising: Category management, assortment planning, private labels. Pricing strategies in retail and e-commerce. Inventory management for Omni channel.</p> <p>UNIT 3: Retail Promotion Strategies: Advertising, sales promotion, public relations, personal selling for both physical and online stores. Customer Relationship Management (CRM) in retail.</p>	02+07+07	16
<p>MODULE NO. 4: RETAIL TECHNOLOGY, ANALYTICS & FUTURE TRENDS</p> <p>UNIT 1: Role of Technology in Retail: POS systems, RFID, AI, IoT, AR/VR in enhancing retail operations and customer experience. Supply chain technologies.</p> <p>UNIT 2: Retail Analytics: Collecting and analysing retail data (sales data, customer data, and website analytics). Using insights for personalization, forecasting, and performance optimization.</p> <p>UNIT 3: Emerging Trends in Retail and E-Commerce: Sustainable retailing, experiential retail, social commerce, voice commerce. Global retail trends and challenges.</p>	02+07+07	16
<p>Skill Developments Activities:</p> <ul style="list-style-type: none"> • Students conduct a comparative analysis of retail formats (e.g., hypermarket vs. specialty store) and present their findings. • Students develop a conceptual e-commerce website plan for a specific product category, outlining key features and marketing strategies. • Students analyse a case study on an Omni channel retailer, identifying best practices and areas for improvement. • Students use provided retail sales data to perform basic analysis and suggest strategies for improving profitability or customer engagement. 		


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References:

1. Levy, M., Weitz, B. A., & Grewal, D. (Latest edition). Retailing Management. McGraw-Hill Education.
2. Berman, B., & Evans, J. R. (Latest edition). Retail Management: A Strategic Approach. Pearson.
3. Chaffey, D. (Latest edition). Digital Marketing. Pearson.
4. Turban, E., King, D., Lee, J., Liang, T., & Turban, D. (Latest edition). Electronic Commerce: A Managerial and Social Networks Perspective. Springer.
5. Berman, B., & Evans, J.R. (2021). Retail Management: A Strategic Approach. 13th Edition. Pearson.
6. Levy, M., Weitz, B.A., & Grewal, D. (2020). Retailing Management. 10th Edition. McGraw-Hill Education.
7. Laudon, K.C., & Traver, C.G. (2022). E-Commerce 2022: Business, Technology, Society. 17th Edition. Pearson.
8. Grewal, D., Roggeveen, A.L., & Nordfält, J. (2017). The Future of Retailing. Springer.

Note: Latest edition of text books may be used.



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NAME OF THE PROGRAM: MASTER OF BUSINESS

ADMINISTRATION COURSE CODE: DEP: HRM1: 3.3

NAME OF THE COURSE: TRAINING AND DEVELOPMENT

Exam Marks: 70

IA Marks: 30

Exam Hrs: 03

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
Pedagogy: Lecturing, Case analysis, Group discussion and Seminars.			
Course Objectives			
<ol style="list-style-type: none"> 1. To understand the concepts and importance of training and development. 2. To identify training needs and design effective training programs. 3. To learn various methods and techniques of employee training. 4. To evaluate the effectiveness of training and development programs. 			
Course specific outcomes:			
<ul style="list-style-type: none"> • To realize the importance of training and development of employees, to be able to develop and design a training and development program. • Design a performance appraisal, reward system and pay plans and incentives for the organization. • Students will apply different training methods effectively. • Students will assess and improve training effectiveness in organizations. 			
Syllabus:		Teaching Hrs per Unit	Total Teaching Hrs
MODULE NO.1: Introduction and Training			
UNIT 1 : Introduction to training– Roles & Relevance– Scope & Objective of Training. UNIT 2: Training Benefits the organization - Beneficiaries of Training – Problems of Training – UNIT 3 : Role & Responsibility of Training- Future trends in Training.		07+07+02	16
MODULE NO. 2: Analysis of Training Needs.			
UNIT 1 : Ornainisation support for TNA – Ornainisational Analysis – the Triggers for Training. UNIT 2: Methods & Techniques of TNA- Methods & Techniques of TNA – Methods throughwhich Training Needs are identified. UNIT 3: Why Conduct a Training Needs Analysis –		02+07+07	16
MODULE NO. 3 : Training Design and Methods.			
UNIT 1: Considerations in designing Effective Training Programs, Training Design. UNIT 2: Work Environment Characteristics, Organizational Environment Characteristics encourage Transfer. UNIT 3: Various Training Methods Trainer’s Role: Role of Trainers, Qualities of a good Trainers, Internal Trainer Vs External Trainer.		02+07+07	16

<p>MODULE NO. 4: Training Evaluation and Measurement.</p> <p>UNIT 1: Process of evaluation, Outcomes used in the evaluation of a training program, Determining ROI of Training.</p> <p>UNIT 2: Special Issues in Training & Development: Training in various sectors including Banking, BPO, IT.</p> <p>UNIT 3: Training Issues resulting from External & Internal Environment, succession planning.</p>	02+10+04	16
<p>Skill Developments Activities:</p> <ul style="list-style-type: none"> • Activity based learning. • Quiz competition. • Analysing Training reports of few selected companies. 		
<p>References:</p> <p>Naik, G. Pandu. Training and Development. Excel Books.</p> <p>Goldstein, Irwin L., & Ford, J. Kevin. Training in Organizations. Wadsworth Thomson Learning.</p> <p>Buckley, Roger & Caple, Jim. The Theory and Practice of Training. Kogan Page.</p> <p>Rao, P.L. Enriching Human Capital through Training and Development. Excel Books.</p> <p>Lussier, R.N., & Achua, C.F. Effective Leadership. Thomson South-Western.</p> <p>Noe, Raymond A. Employee Training and Development. McGraw-Hill.</p> <p>Note: Latest edition of textbooks and reference Books may be used</p>		



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NAME OF THE PROGRAM: MASTER BUSINESS ADMINISTRATION
COURSE CODE: DEP: HRM2: 3.4
NAME OF THE COURSE: PERFORMANCE MANAGEMENT AND
COMPETENCY MAPPING

Exam Marks: 70

IA Marks: 30

Exam Hrs: 03

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
Pedagogy: Lecturing, Case analysis, Group discussion and Seminars			
Course Objective: <ol style="list-style-type: none"> 1. To understand the concepts, scope, and significance of performance management and competency mapping. 2. To explore various performance appraisal methods and techniques, including modern approaches. 3. To develop the ability to design performance management systems that are fair, transparent, and aligned with strategic objectives. 4. To understand performance management and competency mapping for improving organizational effectiveness. 			
Course Specific Outcomes (CSO): <ul style="list-style-type: none"> • Demonstrate a clear understanding of the concepts and principles of performance management and competency mapping. • Analyse various performance appraisal systems and evaluate their effectiveness in different organizational contexts. • Design and implement a performance management system that aligns with organizational strategy and enhances employee performance. • Identify, define, and map competencies for various job roles to support HR functions such as recruitment, training, and career development. 			
Syllabus:		Teaching Hrs per Unit	Total Teaching Hrs
MODULE NO.1: UNIT 1: Aims, Characteristics, Developments in Performance Management, Concerns, Understanding PM, Performance Appraisal and Performance Management, PM and MBO, 7 rules of excellence & 7 sins of HR professionals UNIT 2: Objectives, Process, Pros and Cons of Performance Appraisal, Performance Planning, Performance Execution, Performance Assessment, Performance Review, UNIT 3: Performance Renewal, Re-contracting- Design on Appraisal Forms of Using Rating Scales- Different Methods of Appraisals- Past, Present and Future Oriented Methods		02+07+07	16

<p>MODULE NO. 2: UNIT 1: Assessment Centre, Designing and Measuring performance (KPI & KRA), Criteria for performance measurement, Setting Organizational, UNIT 2: Team & Individual performance Standards, Methods for evaluating Performance 360 Degree appraisal, Competency Mapping & Competency Modelling, Balance Score card. UNIT 3: Need Identification for Training and Development for Performance Management, Rewards and Recognition, Team Performance, Performance Management linked Reward System, Role of HR Professionals in Performance Management.</p>	02+06+06	16
<p>MODULE NO. 3 : UNIT 1 : History and Evolution of Competency, Competence v/s Competency; Performance v/s Competency; Skills v/s Competency UNIT 2: Behaviour Indicators, Types of Competencies-Generic/Specific, Threshold/Performance and Differentiating Technical, Managerial and Human UNIT 3: Promoting Competency Culture, Context and Relevance of Competencies in Modern Organisations, Competencies Applications.</p>	02+06+06	16
<p>MODULE NO.4: UNIT 1: Macro View of Competency Management Framework: Strategic Framework-Linking HR Processes to Organisational Strategy, Competency Framework-Development of Personal Competency Framework UNIT 2: Lancaster Model of Managerial Competencies, Competency Modelling Framework- Developing a Competency Model, Stages in Design and Implementation of Competency UNIT 3: Model-General Competency Framework, Competency Identification- Competency Assessment and Competency Development, Competency Mapping, Integration of HR Function.</p>	02+06+06	16



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Skill Developments Activities:

- Presentation on various topics of performance management and competency mapping
- Preparing a competency mapping chart for different job roles.
- Analysing real-life examples of performance management systems in organizations.
- Designing a performance improvement plan based on employee feedback and evaluation.

References

1. Kohli AS & Deb T, Performance Management, Oxford Higher Education
2. Dipak Kumar Bhattacharya, Performance management system and strategies, Pearson publication, Latest edition.
3. R K Balyan, Performance Management (Text & cases), Himalaya Publishing House, 2017/1 edition.
4. G.K. Suri, Venkata Ratnam, N.K. Gupta, Performance Measurement and Management, Excel Publications, 2005.
5. McClelland, David Competence at Work, Spencer and Spencer, 1993, Shermon, Ganesh. Competency based HRM. Ist edition, Tata McGraw Hill.
6. Sanghi, Seema. The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, 2nd e, Sage Publications Pvt. Ltd 2007.

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NAME OF THE PROGRAM: MASTERS OF BUSINESS ADMINISTRATION (MBA)

COURSE CODE: DEP: HRM3: 3.5

NAME OF THE COURSE: LEARNING ORGANISATION AND DEVELOPMENT

Exam Marks: 70

IA Marks: 30

Exam Hrs: 03

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
Pedagogy: Lecturing, Case analysis, Group discussion and Seminars.			
Course Objectives <ol style="list-style-type: none">1. To understand the concept and characteristics of a learning organization.2. To study the role of organizational learning in continuous improvement and innovation.3. To explore strategies for developing and sustaining learning organizations.4. To analyse the impact of learning and development on organizational effectiveness.			
Course Specific Outcomes <ul style="list-style-type: none">• Analyze and apply core theories of Organizational Development (OD) and Learning Organizations (LO) to diagnose organizational issues.• Design and recommend effective OD and LO interventions to foster continuous learning and change.• Develop strategies to lead and manage organizational change, addressing resistance and stakeholder engagement.• Evaluate the impact and effectiveness of OD and LO initiatives using relevant metrics and frameworks.			
Syllabus		Teaching Hrs per Unit	Total Teaching Hrs
MODULE NO. 1: Foundation of Learning Organization (LO) UNIT 1: Concept of a LO: Definition, Characteristics, Importance in a Dynamic Environment, and Principles of Organizations that Foster Continuous Learning and Adaptation. UNIT 2: Emergence of LO, Peter Senge's Five Disciplines of a LO UNIT 3: Organizational Learning vs. Individual Learning, Creating a LO, Developing Learning Managers, Levels of Learning, Types of Learning.		03+05+08	16


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<p>MODULE NO. 2: UNIT 1: Skills for Organizational Learning, Learning Processes and Practices, Measurement and Metrics for Learning UNIT 2: Relevance of LO in VUCA and post- pandemic environments, LO and Knowledge Economy: Indian Government's skilling & digital literacy programs (e.g., Skill India) UNIT 3: Challenges and Future of LO: Adapting to new technologies, Types of Learning Technologies, global trends, and the increasing demand for continuous learning.</p>	02+07 04	16
<p>MODULE NO. 3: Organization Development (OD) UNIT 1: Definition, Nature and Scope of OD, Historical Development, Core Values and Assumptions of OD; OD Process; Diagnostic Models: 7S Framework, Weisbord's Six Box Model, PESTLE for Indian organizations. UNIT 2: OD Interventions A. Human Process Interventions 1. Individual based: Coaching and Mentoring, Counseling, Self-awareness programs (e.g., Johari Window exercises), 360-degree feedback, Emotional Intelligence (EI) Training and Behavioral Modelling Training. 2. Group based: Team Building Activities, Conflict Management, Dialoguing, Group Facilitation, Group Learning, T-groups, Role Negotiation Techniques, Self-directed Work Teams, Large Scale Interventions, Team Building, and Virtual Teams. 3. Inter-group based: Intergroup Team-Building Interventions, Organization mirroring, third-party peace-making interventions. UNIT 3: B. Techno-structural Interventions: Job Design, Restructuring Organizations, Employee Involvement, Quality of Work Life (QWL) Work Design, Balanced Scorecard; Business Process Reengineering; Downsizing and Outsourcing; Strategic Change Interventions: Competitive and Collaborative Strategies, Organization Transformation. C. Diagnosing Organizations: Need for Diagnostic Models, Organization, Group, Individual Level Diagnosis; Collecting and Analysing the Diagnostic Information - Feeding Back of Diagnostic Information, Designing Interventions.</p>	06+06+04	16


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<p>MODULE NO. 4: UNIT 1: Implementation Challenges - Resistance to Change (Individual and Organizational Factors), Strategies for Overcoming Resistance. Managing the Change Process - Communication, Stakeholder Management, Leadership Role in Change. UNIT 2: Assessment and Evaluation of OD Efforts: Reasons for Evaluation, Evaluation Models (E.G., Kirkpatrick's Four-Level Model), Types of Evaluation Designs, Data Collection for Evaluation, Measuring ROI in OD. UNIT 3: Institutionalizing OD: Sustaining Change, Organizational Learning, and Self-Renewal; Fundamental Strengths of OD, Implications of OD for the Client, Ethical Standards in OD, OD's Future; OD Consultant's Role: Issues in Consultant Client Relationship, Power, Politics & OD, Research on OD.</p>	06+06+04	16
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Skill Developments Activities:

- Case Study Analysis & Discussion: Students analyze real-world case studies (e.g., Indian companies undergoing digital transformation, change management failures/successes, cultural integration challenges post-merger).
- Future of Work/OD Presentation: Individual or small group research and present on a specific future trend impacting OD/LO (e.g., AI in HR, personalized learning pathways, the gig economy's impact on organizational culture, OD's role in climate change initiatives). Connect to Indian context where possible.
- Change Leadership & Management: Via simulations, role-plays, and strategic change projects.

References:

1. Organizational Development: Interventions & Strategies, S. Ramnarayan, T.V. Rao & Kuldeep Singh, SAGE Publications.
2. Theory of Organization Development and Change, Thomas G. Cummings, Christopher G. Worli, Cengage Learning.
3. Organization Development, Behavioural Science Interventions for Organization Improvement, Wendell French, Cecil H. Bell, Veena, Jr, Pearson, PHI.
4. Employee Training & Development – Noe A. Raymond, McGraw Hill, 2008
5. HRD Audit: Evaluating the Human Resource Development Function for Business Improvement, T.V. Rao, SAGE Publications India.
6. The Fifth Discipline: The Art & Practice of the Learning Organization, Peter M. Senge.
7. Peter M. Senge – The Fifth Discipline: The Art and Practice of the Learning Organization, Doubleday/Currency, 1990.

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THIRD SEMESTER

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE CODE: BA:3.1

NAME OF THE COURSE: PYTHON FOR BUSINESS APPLICATIONS

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours	
4 credits	4Hrs	64 Hrs	
Pedagogy: Lecturing, case analysis, group discussion and seminars.			
Course Objective: <ol style="list-style-type: none"> 1. This course aims to develop students' proficiency in Python for business analytics, focusing on data handling, cleaning, and transformation. 2. It enables learners to perform descriptive, exploratory, and inferential analyses to derive actionable business insights. 3. Students will build and evaluate predictive models to solve real-world business problems 4. Create effective data visualizations to support strategic, data-driven decision-making. 			
Course Outcomes: Upon successful completion of this course <ul style="list-style-type: none"> • Apply Python programming concepts to handle, clean, and transform business datasets. • Perform descriptive and exploratory data analysis using Python libraries for business insights. • Conduct inferential statistical tests to validate business hypotheses and support decision-making. • Build and evaluate predictive models (regression and classification) to solve business problems. 			
Syllabus	Teaching Hrs.	Total Hrs.	
MODULE 1: Python Basics for Business Applications UNIT-1: Python Basics: Syntax, data types, variables, operators. Control Flow: Conditionals (if, elif, else), loops (for, while). Functions: Defining, arguments, return values. Data Structures: Lists, tuples, dictionaries, sets. UNIT – 2 : Data Handling and Pre-processing Data Import & Export: Reading and writing CSV, Excel files. Data Cleaning: Handling missing values, duplicates, and outliers. Data Transformation: Filtering, selecting, sorting, grouping, merging, and reshaping data. UNIT – 3: Lab sessions Working Environment: Jupyter Notebook for business problem-solving. Introduction to Numpy and Pandas: Data structures (Series, Data Frame). Business Case - Cleaning HR data, sales data preprocessing.	06+06+04	16	

<p>MODULE 2: Python for Data Science UNIT-1: Advanced Pandas: Ranking data, rearranging, exporting files. Data Visualization: Bar chart, histogram, boxplot, pie chart, scatter plot, line graph. UNIT – 2 Descriptive Statistics: Measures of central tendency and dispersion. Distribution Properties: Skewness, kurtosis, normality testing. Correlation Analysis: Pearson and Spearman correlations, assumptions. UNIT – 3 : Lab sessions - Business Case: Correlation between ad spend and sales, employee engagement and productivity</p>	<p>06+07+03</p>	<p>16</p>
<p>MODULE 3: Inferential Analytics Using Python UNIT- 1 :Parametric Tests: One-sample t-test, independent t-test, paired t-test. ANOVA, post hoc tests, two- way ANOVA, plotting interactions. UNIT-2 : Non-Parametric Tests Wilcoxon signed-rank test, Mann-Whitney U test, Kruskal-Wallis test. Chi-square test of independence, Kolmogorov-Smirnov test. UNIT – 3 Lab Sessions:. Business Case Example: Hypothesis testing for customer satisfaction surveys, comparing campaign effectiveness.</p>	<p>06+06+04</p>	<p>16</p>
<p>MODULE 4: Emerging AI Tools and Applications in Business Analytics UNIT1: Evolution of Artificial Intelligence: Definition and evolution of Artificial Intelligence (AI) in business analytics. Significance of AI for data-driven decision-making and strategy formulation. AI vs. Traditional Analytics: Key differences in learning, automation, and insight generation. Applications of AI in functional areas, Benefits of integrating AI in business processes—efficiency, accuracy, scalability, and insight depth. Ethical implications and responsible AI use in organizations. UNIT-2: AI and Data Analytics Tools for Business Applications Overview of AI tools ecosystem for data analysis and business intelligence. Categories of tools: Machine Learning Platforms: TensorFlow, Scikit-learn, PyTorch. Data Analytics Tools: Python, R, RapidMiner, KNIME, Power BI, Tableau. Automation & Predictive Tools: IBM Watson Studio, Google Cloud AI, Microsoft Azure ML. Natural Language Processing</p>	<p>06+06+04</p>	<p>16</p>
<p>(NLP) Tools: ChatGPT, Hugging Face Transformers, spaCy. Data UNIT3: Visualization Tools: Matplotlib, Seaborn, Plotly, Tableau, Power BI. Data Cleaning & ETL Tools: Alteryx, Talend, Apache Spark, Pandas. Key features, advantages, and limitations of major tools. Comparison of open-source vs. commercial AI tools for business analytics.</p>		

Skill Development Activities:

- Cleaning, transforming, and managing real-world datasets using Pandas and NumPy.
- Designing impactful data visualizations with Matplotlib, Seaborn, or Plotly.
- Applying statistical tests and regression analysis to solve business problems.
- Building and evaluating predictive models for decision-making scenarios.

REFERENCE BOOKS:

1. "Python for Data Analysis" by Wes McKinney.
2. "Introduction to Control Systems" by K. Ogata.
3. "Automate the Boring Stuff with Python" by Al Sweigart.
Learning Python, 5th Edition by Mark Lutz, O'Reilly
4. "Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython", Wes McKinney- O'Reilly Media; 2nd edition (20 October 2017)
5. Numerical Python: Scientific Computing and Data Science Applications with Numpy, SciPy and Matplotlib by Robert Johansson, 2nd Edition, Publisher- Apress
6. "Think Python: How to Think like a Computer Scientist", Allen B. Downey, 2nd edition. Updated for Python 3, Shroff/O'Reilly Publishers, 2016.
7. "Core Python Programming", R.Nageswara Rao dream tech.
8. Lambert KA., Juneja BL. (2015). Fundamentals of Python. Cengage Learning

Tools and Software: Python Programming Environment: Anaconda, Jupyter Notebooks. Libraries: Pandas, NumPy, Matplotlib, SciPy. Control Systems Tools: SciPy library for control systems analysis

WEB RESOURCES:

Web links and Video Lectures (e-Resources): 1. <https://www.studocu.com/in/course/visvesvaraya-technologicaluniversity/introduction-to-python-and-data-control-system/6711099>

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

3. <https://www.youtube.com/watch?v=aIXZ6wJJqV0>

4. <https://www.learnpython.org/>

6. <https://www.tutorialspoint.com/python/>

7. <https://www.codecademy.com/learn/learn-python-3>

8. <https://work.caltech.edu/telecourse.html>

9. <https://angularfirebase.com/lessons/tensorflow-js-quick-start/>

<https://www.kaggle.com>

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



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NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE CODE: BA:3.2

NAME OF THE COURSE: MASTERING DATA VISUALIZATION AND REPORTING

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hrs.	64Hrs
Pedagogy: Lecturing, Case analysis, Group discussion and Seminars.		
<ol style="list-style-type: none"> 1. This course aims to equip students with the knowledge and skills to apply fundamental and advanced data visualization techniques for business analytics. 2. It enables learners to handle structured and unstructured data, design effective visualization systems, and interpret insights meaningfully. 3. Emphasis is placed on creating ethical, accurate, and visually engaging representations that support. 4. data-driven decision-making and strategic communication in business contexts. 		
<p>Course Outcomes: Upon successful completion of this course student will be able to:</p> <ul style="list-style-type: none"> • Apply key techniques and theory behind data visualization to business data. • Use various visualization techniques effectively on structured data. • Analyze text data using visualization tools. • Design and build data visualization systems and evaluate their effectiveness. 		
Syllabus	Teaching Hrs per Unit	Total Teaching Hrs
<p>MODULE 1: Fundamentals of Data Visualization</p> <p>UNIT 1: Foundations of Visualization: Principles of visual perception, effective representation, and Gestalt theory. Concept of information overload and strategies to overcome it. The Importance and Value of Data Visualizations in Business Analytics. Understanding visualization: What it is and why it matters. Seven stages of visualizing data and their applications. Differentiating between exploratory and explanatory analysis. Types of charts: comparison, distribution, composition, and relationship.</p> <p>UNIT 2: Best Practices and Frameworks in Data Visualization: Best practices for selecting appropriate charts for different data types and analytical goals. Encoding information using visual variables such as color, position, size, and shape (Marks and Channels). Visualization reference models and the concept of visual mapping. Design principles from experts (e.g., Edward Tufte) for creating clear and impactful visuals.</p> <p>UNIT 3: Task Abstraction in Visualization: Analyze, Produce, Search, Query – and its relevance to business problem-solving. Validation in visualization: four levels of validation,</p>	06+06+04	16

approaches, and examples. The role of well-crafted visuals in effective business storytelling.		
<p>MODULE 2: Structured Data Visualization</p> <p>UNIT 1: Exploratory and Multivariate Data Visualization - Univariate analysis: bar chart, big number displays, pie/donut charts, icon arrays, histograms, and box-and-whisker plots. Multivariate analysis: stacked bar, box plot, boxen plot, violin plot, strip plot, swarm plot, scatter plot, pair plot, heat map, parallel coordinates, line chart, and dual-axis plots.</p> <p>UNIT 2: Visualization in Modelling: - Feature selection and visualization of variable importance. Hyperparameters tuning and representation of performance metrics. Model evaluation visuals: accuracy, error metrics, ROC curves, and confusion matrices. Unit 3: UNIT 3: Visualization in Deployment and Interpretation: Visualization during Deployment: Decision tree visualization for business interpretation. Model explainers for understanding predictive outcomes. Local vs. global interpretation (explainable AI methods). Business operation dashboard. Tools: MS Excel, Power BI.</p>	06+06+04	16
<p>MODULE 3: Text Data Visualization</p> <p>UNIT 1: Text Data Visualization: Importance of text data visualization in business analytics. Types and sources of text data: structured, semi-structured, and unstructured (e.g., surveys, reviews, social media, documents). Text data pre-processing pipeline: tokenization, stop-word removal, stemming/lemmatization, term frequency. Visualization techniques for text data: Word cloud for frequency-based representation. Bar charts for top keywords. Word tree for contextual exploration. Line chart for temporal text analysis.</p> <p>UNIT 2: Visualization System and Advanced Techniques: Overview and classification of visualization systems. Interaction and visualization techniques, including misleading visualizations and ethical considerations.</p> <p>UNIT 3: Advanced Data Visualization Methods: Visualization of one, two, and multi-dimensional data. Data structures commonly used in data visualization. Visualization of volumetric data, vector fields, processes and simulations, Visualization of maps, geographic information, GIS systems.</p>	06+06+04	16
<p>MODULE 4: Applications, Trends, and Future Directions in Data Visualization</p> <p>UNIT 1: Applications of data visualization in business domains such as marketing, finance, operations, and human resources. Use of visual analytics for data-driven decision-making, strategic reporting, performance monitoring, and managerial insights. Contemporary trends in data visualization including interactive dashboards, real-time analytics, and augmented</p>	06+06+04	16

analytics. Predictive visualization using AI and machine learning for actionable insights. Overview of modern tools and platforms such as Python libraries, Tableau, Power BI, GIS mapping systems, and cloud-based collaborative dashboards.

UNIT 2: Integration of visualization: Integration of visualization with big data and AI outputs to generate actionable business insights. Emerging future directions in visualization including automation, explainable AI, immersive visual analytics, and evolving expectations of business users.

UNIT 3: Ethical and Best Practices in Data Visualization: Ethical considerations and best practices in visualization, including avoiding misleading representations, ensuring clarity, accessibility, and credibility.

Skill Development Activities

- Hands-on practice with visualization libraries/tools (e.g., Tableau, Power BI, Python libraries like Matplotlib & Seaborn).
- Creating dashboards to represent business data and KPIs for decision-making.
- Designing visualizations that highlight patterns, trends, and anomalies in datasets.
- Storytelling with data: preparing presentations combining visuals with insights.

REFERENCE BOOKS:

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

Tools and Software: Power BI, Tableau

Web links and Video Lectures (e-Resources):

1. <https://www.youtube.com/watch?v=1GhZisgc6DI>
2. <https://www.youtube.com/watch?v=dHSYXZMY96s>
3. <https://www.youtube.com/watch?v=IKSRwGZe8Oc>
4. <https://www.semanticscholar.org/paper/Visualization-analysis-%26-designMunzner/5521849729aaa387cfeef0d12d3c91170d7bbfd0>
5. <https://dokumen.pub/visualization-analysis-and-design-9781466508934-1466508930.html>

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

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE CODE: BA:3.3

NAME OF THE COURSE: FUNDAMENTALS OF EXPLORATORY DATA ANALYSIS

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hrs.	64 Hrs.
Pedagogy: Lecturing, case analysis, group discussion and seminars		
Course Objective: <ol style="list-style-type: none">1. This course on Exploratory Data Analysis (EDA) equips students with the skills to explore, visualize, and summarize datasets for meaningful business insights.2. Students will learn to identify patterns, detect anomalies, and understand variable relationships.3. Emphasis is placed on data preprocessing, descriptive statistics, and visualization techniques.4. Practical applications using real-world business data will enhance their analytical capabilities. By the course's end, students will be able to interpret data and support strategic business decisions.		
Course Specific Outcome: Upon successful completion of this course: <ul style="list-style-type: none">• Students will be able to understand Data Mining and its importance• Students will be able to apply knowledge of data mining concepts for business decision-making.• Learners will be able to analyze the cause-and-effect relationship between variables• Students will be able to evaluate regression and decision tree-based methods to solve business problems.		
Syllabus	Teaching Hrs per Unit	Total Teaching Hrs
MODULE -1: Introduction to Data Mining & Business Analytics UNIT - 1 Introduction to data mining: definition, importance, and key steps—data collection, preprocessing, model building, evaluation, and interpretation. Applications in business intelligence, healthcare, fraud detection; real-life classification problems like spam detection, image and speech recognition, DNA analysis. Exploratory Data		



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<p>Analysis (EDA): definition, importance, and key steps in the data science workflow.</p> <p>UNIT 2: Types of analytics: Descriptive (past data analysis), Predictive (future forecasting), Prescriptive (recommendation generation). Ethics in data management: importance of ethical handling, privacy, and data security. Addressing bias and ensuring fairness in data- driven decision-making.</p> <p>UNIT 3: Role of data analytics in business decision-making; understanding data types (structured, unstructured) and collection methods. Numerical summarization: measures of central tendency (mean, median, mode), dispersion (variance, standard deviation), similarity and dissimilarity. Data visualization tools for single, two-variable, and multi-variable analysis.</p>	<p>06+06+04</p>	<p>16</p>
<p>MODULE-2: Statistical Learning and Model Selection:</p> <p>UNIT 1: Understanding prediction accuracy, error metrics, and types of prediction errors (MAE, MSE, RMSE, MAPE). Bias-variance trade-off, overfitting vs. underfitting, and the impact of model complexity. Evaluation metrics for regression models: R-squared and Adjusted R-squared.</p> <p>UNIT 2: Importance of cross-validation in model selection; holdout method and three- way data split (training, validation, test). Cross-validation methods: random sub-sampling, K-Fold, Leave-One-Out Cross- Validation (LOOCV). Stratified K-Fold for handling imbalanced data; practical examples of each technique.</p> <p>UNIT 3: Model complexity, hyperparameter tuning using grid search and random search. Regularization techniques: Ridge (L2) and Lasso (L1) regression; feature selection with filter methods like correlation and mutual</p>	<p>06+04+06</p>	<p>16</p>


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<p>information. Practical examples with real datasets; case study on model selection and evaluation for predicting customer churn.</p>		
<p>MODULE-3 - Linear Regression, Variable Selection, and Tree-Based Methods</p> <p>UNIT 1: Fundamentals and mathematical foundations of linear regression; key assumptions—linearity, homoscedasticity, normality. Understanding residuals, goodness-of-fit, and parameter estimation using OLS; evaluating performance with MAE, MSE, RMSE. Variable selection techniques: manual vs. automated, forward, backward, and stepwise selection methods.</p> <p>UNIT 2: Shrinkage methods: Ridge and Lasso regression, feature selection, and bias- variance trade-off. Dimensionality reduction using Principal Component Analysis (PCA) for regression; selecting principal components. Comparison of Ridge, Lasso, and PCA in handling high-dimensional data.</p> <p>UNIT 3: Decision trees for regression and classification; impurity functions (Gini, Entropy, MSE), splitting rules, pruning, and handling missing values. Ensemble methods: bagging, random forests with feature importance, and boosting (Gradient Boosting, XGBoost basics). Comparative analysis of decision trees, random forests, and boosting techniques.</p>	<p>06+04+06</p>	<p>16</p>


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<p>MODULE – 4: Principal Component Analysis and classification</p> <p>UNIT 1: Introduction to dimensionality reduction; mathematical foundations and applications of Singular Value Decomposition (SVD). Principal Component Analysis (PCA): concept, objective, eigenvalues, eigenvectors, and geometric interpretation. Scree plot, selecting components, applications of PCA in business analytics, benefits and limitations.</p> <p>UNIT – 2 Introduction to clustering and its importance in business analytics. Clustering techniques: hierarchical (agglomerative and divisive) and K-Means—concept, distance metrics, centroid selection. Clustering performance evaluation using silhouette scores; practical applications in customer segmentation and market analysis</p> <p>UNIT 3: Support Vector Machines (SVM): concept, objective, and comparison of linear vs. non-linear classifiers. Kernel functions for transforming data (e.g., polynomial, RBF); multiclass SVM for handling multiple categories. Business applications: fraud detection, product categorization.</p>	<p>06+04+06</p>	<p>16</p>
<p>Skill Development Activities:</p> <ul style="list-style-type: none"> • Students work in small groups to perform EDA using tools like Excel, R, or Python (Pandas/Matplotlib/Seaborn) • Students are given a small dataset (e.g., customer churn, sales forecasting. Apply linear regression and regularization methods (Ridge/Lasso). • Students are given a case (e.g., loan approval, employee attrition) • Build Decision Tree and Random Forest models to predict outcomes. 		
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. An Introduction to Statistical Learning" by Gareth James, Daniela Witten, Trevor Hastie, and Robert Tibshirani, Publisher: Springer Nature; 2023rd edition (1 July 2023) 		



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2. John W. Tukey "Exploratory Data Analysis", 1st Edition, ISBN13: 978-0201076165, ISBN- 10: 0201076160.
3. Foster Provost and Tom Fawcett. "Data Science for Business: What you need to know about data mining and data-analytic thinking". O'Reilly Media, latest edition, ISBN-13: 978- 1449361327
4. Hadley Wickham, Garrett Grolemund."R for Data Science: Import, Tidy, Transform, Visualize, and Model Data", Publisher: "O'Reilly Media, Inc.", 2016, ISBN 1491910364, 9781491910368
5. Cathy O'Neil, Rachel Schutt. "Doing Data Science: Straight Talk from the Frontline", Publisher: "O'Reilly Media, Inc.", 2013, ISBN 144936389X, 9781449363895

Web links and Video Lectures (e-Resources):

1. https://r.search.yahoo.com/_ylt=AwrKEtWRgvdiaAQVgLW7HAX.;_ylu=Y29sbwNzZzMEcG9zAzQEdnRpZAMEc2VjA3Ny/RV=2/RE=1660416785/RO=10/RU=https%3a%2f%2farchive.org%2fdetails%2fexploratorydataa0000tuke_7616/RK=2/RS=5BVZN5konKiTESg8jAvGKFu9qtw-
2. https://r.search.yahoo.com/_ylt=AwrKEtWRgvdiaAQVf7W7HAX.;_ylu=Y29sbwNzZzMEcG9zAzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660416785/RO=10/RU=https%3a%2f%2fjhuadvdatasci.github.io%2f2019%2flectures%2fEDA.pdf/RK=2/RS=pupbdtbn2rtanCvRHfwBi9lWxMk-

e- Resources

3. 1.Coursera (Data Mining and Business Analytics)- Coursera - Data Mining
Coursera - Business Analytics
4. 2.Kaggle (Datasets and Competitions)- Kaggle - Datasets Kaggle -
CompetitionsedX (Data Mining and Business Analytics)- edX - Data Mining edX -
Business Analytics
5. 4.Towards Data Science (Medium Blog) - Towards Data Science
6. 5.DataCamp- DataCamp - Business Analytics DataCamp - Data Science Courses
7. 6.GitHub (Repositories for Data Science Projects) - GitHub - Data Science
Repositories
8. 7.Google Cloud Training (Machine Learning and Analytics)- Google Cloud
Training


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MASTER OF BUSINESS ADMINISTRATION**III-SEMESTER****Course Code: MBA OEP1****MANAGEMENT SKILLS****No of Lecture Hrs / Week: 02****Total No. of Lecture Hrs: 32****IA Marks: 10****Exam Hours: Max 02 Hrs.****Exam Mark: 40**

Course Objective (CO): To help the students gain understanding of the functions and responsibilities of managers, To provide them tools and techniques to be used in the performance of the managerial job, To enable them to analyse and understand the environment of the organization, To help the students to develop cognizance of the importance of management principles.

Course Specific Outcome (CSO): The course seeks to help students acquire the requisite knowledge, skills and abilities needed to successfully manage the organization. The course examines the logic and working of organizations and outlines the major functions of management. Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all group activities and to give an oral group presentation.

Module 1: Functions of Management

Conceptual Framework of Management, Roles of managers- managerial skills required. Leader v/s Manager. Planning: Nature, types and purpose of planning, planning process and planning instruments, Reasons for failure, guidelines for effective planning. Organization structures. Formal and informal organization and types. Functional activities departmentation, Controlling meaning and process.

Module 2: Fundamentals of Organizational Behaviour

Introduction and fundamental concepts of OB, Nature, Scope and historical perspective of OB, Foundations of Individual behavior- individual differences. Personality theories, Perception meaning and importance, Perception process, Employee counselling and inter personal behavior, Importance of counseling, counseling functions, The manager's counseling role; Organization culture meaning and characteristics

Module 3: Basics of communication

Meaning, Nature, Scope, type of communication, process, Elements of communication process, Essentials of good communication, Benefits of communication. Organizational Communication, patterns of communication in organizations, formal communication channels, Problems in communication.

Module 4:

Meaning and nature of strategic management, Characteristics, Process of Strategic management, Concept of Strategic management. Strategic formulation Michael E. Porters 5 force model, Competitive Environment Analysis. Company Analysis- SWOT Analysis, BCG Matrix.

REFERENCES

1. Ernest Dale. "Management Theory and Practices"
2. Horold.D.Koontz and Cyril J. C. Donnel. Principles of Management"McGraw Hill Publication.
3. Prasad M "Principles and Practice of Management".
4. Organizational Behavior, P.G. Aquinas, Excel Books.
5. "Management and Behavioral process" by BJanakiram and Vijay N Rao.
6. Ashraf Rizvi M, 2005 2005 Effective Technical Communication, MH
7. Bovee Thill Schatzman Business Communication Today by- Pearson & Education.
8. P D Chaturvedi, Mukesh Chaturvedi, Business Communication: Concepts, Cases and applications- Pearson Education.
9. Upendra Kachru - (2009) Strategic Management Concept and Cases
10. VSP Rao and V Hari Krishna - (2009) Strategic Management Text and Cases, Excel Books India


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Meaning and nature of strategic management, Characteristics, Process of Strategic management, Concept of Strategic management. Strategic formulation Michael E. Porters 5 force model, Competitive Environment Analysis. Company Analysis- SWOT Analysis, BCG Matrix.

REFERENCES

1. Ernest Dale. "Management Theory and Practices"
2. Horold.D.Koontz and Cyril J. C. Donnel. Principles of Management"McGraw Hill Publication.
3. Prasad M "Principles and Practice of Management".
4. Organizational Behavior, P.G. Aquinas, Excel Books.
5. "Management and Behavioral process" by BJanakiram and Vijay N Rao.
6. Ashraf Rizvi M, 2005 2005 Effective Technical Communication, MH
7. Bovee Thill Schatzman Business Communication Today by- Pearson & Education.
8. P D Chaturvedi, Mukesh Chaturvedi, Business Communication: Concepts, Cases and applications- Pearson Education.
9. Upendra Kachru – (2009) Strategic Management Concept and Cases
10. VSP Rao and V Hari Krishna – (2009) Strategic Management Text and Cases, Excel Books
India


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International agreements and initiatives: Paris Agreement, COP conferences, UN Sustainable Development Goals (SDGs). Sustainability in emerging economies: Challenges and opportunities. Role of technology and innovation in advancing sustainability (AI, IoT, green tech). Future directions: Sustainable cities, ethical consumerism, and regenerative practices		
MODULE NO. 2: Sustainable Development Goals UNIT 1: Evolution of SDGs, Understanding the 17 SDG's UNIT 2: Trends and challenges in achieving SDGs UNIT 3: SDG Indicators and Targets (169)	02+06+08	16
MODULE NO. 3: Business Environment Development UNIT 1: Internal and External Business Environment UNIT 2: How to go green, Need for Corporate Social Responsibility (CSR) and its Benefits for Organization UNIT 3: Environment and Sustainability Issues in the production of High-Tech Components and Materials	02+07+07	16
MODULE NO. 4: Sustainability Reporting UNIT 1: Overview of Global Reporting Initiative (GRI) Reporting UNIT 2: ISO Standards- 14001, 26000 ISO 20121:2024, SA 8000 UNIT 3: Case Study on Sustainability	02+07+07	16
Skill Developments Activities: <ul style="list-style-type: none"> • Report writing: "Sustainability report for a chosen company" • SWOT analysis: "Sustainability opportunities and threats in a chosen industry" • Group brainstorming: "Innovative sustainable business models" • Debate: "Is sustainability a moral obligation or a business opportunity?" • Group discussion: "Triple Bottom Line - how to balance People, Planet, and Profit" 		
References: <ol style="list-style-type: none"> 1. Introduction to Globalization and Business by Barbara Parker. 2. Negotiating the Sustainable Development Goals by Felix Dodds, David Donoghue and Jimena Leiva Roesch. 3. Green Management and Green Technologies: Exploring the Causal Relationship by Jazmin 4. Seijas Nogarida - ZEW Publications. 5. The Green Energy Management Book by Leo A. Meyer- LAMA books. 6. Corporate Social Responsibility, Corporate Governance, Sustainable Development and Corporate Ethics/Business Ethics b7 Prof. Dr. C. U. Saraf. 7. Mandatory Environmental, Social, and Governance Disclosure in the European Union. A Case Study. 		
Note: Latest edition of text books may be used.		


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<p>MODULE NO. 3: STRATEGIC IMPLEMENTATION & RECENT DEVELOPMENT</p> <p>UNIT 1: Frame work for executing strategy – strategy execution process – organizational structure – managing internal operations. UNIT 2: Blue Ocean Strategy – Difference between Blue Ocean & Red Ocean – Strategy Canvas- Value Curve.</p> <p>UNIT 3: Four Actions Framework – New Business Models for Digital Economy – E-commerce Business Models – Strategies for Small and Medium Enterprises – Strategies for Non-Profit Organizations.</p>	02+07+07	16
<p>MODULE NO. 4: LEADERSHIP IN STRATEGIC MANAGEMENT</p> <p>UNIT 1: Overview of leadership theories (trait, behavioural, contingency) Transformational vs. transactional leadership Emotional intelligence and leadership.</p> <p>UNIT 2: Strategy- Structure and Organization Culture – Strategies for Managing Change – Portfolio Analysis – BCG Matrix- GEC Model- Product-Market Evolution Matrix- TOWS Matrix- etc.</p> <p>UNIT 3: Review & Strategic Control - Evaluation Strategy – Use of Balanced Score Card - Controls – Premise- Surveillance- Implementation and Strategic Alert Control.</p>	02+07+07	16
<p>Skill Developments Activities:</p> <ul style="list-style-type: none"> • Students are divided into teams, each assigned a different competitive strategy (e.g., cost leadership, differentiation). They research and debate the merits and drawbacks of their assigned strategy in various industries. • Students role-play as executives from different companies negotiating a strategic alliance. They must consider their company’s strategic objectives, negotiate terms, and reach a mutually beneficial agreement. • Students participate in a workshop where they learn change management techniques and apply them to case scenarios. They develop a change management plan and present it to the class. • Students complete a leadership style assessment and receive feedback on their leadership traits. They reflect on their style and set goals for personal development. 		
<p>References:</p> <ol style="list-style-type: none"> 1. Strategic Management: A South Asian Perspective" by P. Subba Rao. 2. Strategic Management" by Azhar Kazmi and Adela Kazmi. 3. Strategic Management: Indian Context" by R. Srinivasan. 4. Leadership and Change Management" by D.K. Bhattacharyya. 5. Leadership and Team Building" by Uday Kumar Halder. . 6. Fred R. David & Forest R. David – Strategic Management: A Competitive Advantage Approach, Concepts and Cases, Pearson Education. 7. Thompson, Strickland & Gamble – Crafting and Executing Strategy: The Quest for Competitive Advantage, McGraw Hill Education. <p>Note: Latest edition of text books may be used.</p>		


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NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE CODE: DEP: F4: 4.3

NAME OF THE COURSE: CORPORATE FINANCE AND RESTRUCTURING

Exam Marks: 70

IA Marks: 30

Exam Hrs: 03

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	64 Hrs
Pedagogy: Lecturing, Case analysis, Group discussion and Seminars.		
<p>Course Objective:</p> <ol style="list-style-type: none"> 1. The objective is to provide basic knowledge of corporate restructuring and its process and practical implication in the business. 2. To study financial analysis, planning, and decision-making in corporate settings. 3. To learn strategies for corporate restructuring, mergers, and acquisitions. 4. To develop skills in evaluating financial performance and implementing value-creating corporate changes. 		
<p>Course Specific Outcomes (CSO):</p> <ul style="list-style-type: none"> • The course will provide the participants with the foundation and applications of practical concepts of risk and return. • Students will understand the necessity of the restructuring and who is going to gain in this process. • Students will evaluate and plan corporate restructuring, mergers, and acquisitions effectively. • Students will develop the ability to implement strategies that enhance shareholder value and organizational performance. 		
Syllabus	Teaching Hrs per Unit	Total Teaching Hrs
<p>MODULE NO.1: Overview of Financial Management UNIT 1: Time value of money- valuation of financial assets- risk and return-portfolio UNIT 2: theory and asset pricing models- options- capital budging- MM approach techniques UNIT 3: risk analysis in capital budgeting- cost of capital-long tem finance.</p>	06+06+04	16
<p>MODULE NO. 2: Strategy and financing policy UNIT1: Role of cost of capital in linking asset liability sides of business financing mature companies UNIT 2 Firms in financial difficulty-Managing mismatches in the balance sheet-Raising funds from the markets: Choices and decision variables UNIT 3: Earing's distribution policy-Financial strategy- Corporate strategy and financial policy.</p>	06+06+04	16


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<p>MODULE NO. 3: Mergers and Acquisitions UNIT 1: - Types of merger – theories of mergers, operating, financial and managerial synergy of merger UNIT 2: impact of M&A on stakeholders, strategic approaches to M&A -SWOT analysis, BCG Matrix. UNIT 3: Corporate restructuring, need, scope and modes of restructuring, global scenario, national scenario.</p>	06+06+04	16
<p>MODULE NO.4 : M&A process UNIT 1: due diligence challenges - methods of financing the mergers - cash offer, share exchange UNIT 2: Takeover, types, takeover strategies UNIT 3: takeover defenses -takeover code, poison pills.</p>	06+06+04	16
<p>Skill Development Activities:</p> <ul style="list-style-type: none"> ● Analyzing corporate financial statements to assess financial health and performance. ● Preparing financial models for mergers, acquisitions, and restructuring scenarios. ● Evaluating investment, financing, and dividend decisions using case studies. ● Simulating corporate restructuring exercises to enhance shareholder value. 		
<p>References:</p> <ol style="list-style-type: none"> 1. Mergers-Restucturing and Coporale Contol- Fred Weston- K wang S Chung-Susan E Hag- 41e- Pearson Education. 2. Corporate Finance-Theory And Practice –Aswath Damodaran -John Wiley & Sons. 3. Takeovers-Restructuring and Corporate Governance- Weston-Michel And Mulherin- 4e- Pearson Education- 2003. 4. Mergers, acquisitions and corporate restructuring, Nishikant Jha, Himalaya Publishing House, 2011. 5. Business Legislation for Management, M.C. Kuchhal and VivekKuchhal, 4e, Vikas Publishing House, 2013. 6. Ross, S.A., Westerfield, R.W., Jaffe, J., & Jordan, B.D. (2022). Corporate Finance. 13th Edition. McGraw-Hill Education. 7. Weston, J.F., Mitchell, M.L., & Mulherin, J.H. (2019). Takeovers, Restructuring, and Corporate Governance. 5th Edition. Pearson. <p>Note: Latest edition of textbooks and reference Books may be used</p>		

<p>MODULE NO 2: FOREIGN EXCHANGE MARKET AND RISK MANAGEMENT</p> <p>UNIT 1: Structure and Functions of the Foreign Exchange Market. Exchange Rate Quotations and Determination.</p> <p>UNIT 2: Types of Foreign Exchange Exposure – Transaction, Translation, and Economic Exposure. Techniques of Managing Exchange Risk – Forward, Futures, Options, and Swaps.</p> <p>UNIT 3: International Parity Conditions – Interest Rate Parity, Purchasing Power Parity, and Fisher Effect.</p>	02+07+07	16
<p>MODULE NO. 3: INTERNATIONAL INVESTMENT AND FINANCING DECISIONS</p> <p>UNIT 1: International Capital Budgeting – Evaluation of Foreign Projects, Risk Adjustment, and Cash Flow Estimation.</p> <p>UNIT 2: Cost of Capital and Capital Structure for MNCs. Sources of International Financing – Eurocurrency, Eurobonds, and Multilateral Agencies.</p> <p>UNIT 3: Working Capital Management in MNCs – Cash, Receivables, and Inventory Management.</p>	02+07+07	16
<p>MODULE NO. 4 : EMERGING ISSUES IN INTERNATIONAL FINANCE</p> <p>UNIT 1: International Financial Institutions – IMF, World Bank, BIS, and their roles in global finance.</p> <p>UNIT 2: Foreign Direct Investment (FDI), Foreign Institutional Investment (FII), and Cross-border Mergers & Acquisitions.</p> <p>UNIT 3: Recent Trends – Global Financial Crises, Sustainable Finance, and FinTech innovations in International Finance.</p>	02+07+07	16

Skill Developments Activities:

- Analyze the foreign exchange rate movement of major currencies and present a report on influencing factors.
- Prepare a case analysis on currency risk management techniques used by multinational corporations.
- Simulate international capital budgeting decisions using real-world financial data.
- Conduct a comparative study of FDI policies of India and another country.

References:

1. Shapiro, A. C. (Latest edition). Multinational Financial Management. Wiley.
2. Madura, J. (Latest edition). International Financial Management. Cengage Learning.
3. Apte, P. G. (Latest edition). International Financial Management. Tata McGraw Hill.
4. Levi, M. D. (Latest edition). International Finance. Routledge.
5. Eun, C. S., & Resnick, B. G. (Latest edition). International Financial Management. McGraw Hill.
6. Rugman, A. M., & Collinson, S. (Latest edition). International Business. Pearson Education.
7. Shapiro, A.C., & Balbirer, S.D. (2021). Multinational Financial Management. 11th Edition. Wiley.
8. Apte, P.G. (2020). International Financial Management. 7th Edition. Tata McGraw-Hill.

Note: Latest edition of text books may be used.


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NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION

COURSE CODE: DEP: F6: 4.5

NAME OF THE COURSE: DERIVATIVES AND RISK MANAGEMENT

Exam Marks: 70

IA Marks: 30

Exam Hrs: 03

Course Credits	No. of Hours per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
Pedagogy: Lecturing, Case analysis, Group discussion and Seminars.			
Course objective: <ol style="list-style-type: none">1. To understand the concept of Derivatives Market, to acquire Knowledge of Derivatives Transaction in the Economy.2. To understand the concepts, types, and functions of derivatives in financial markets.3. To develop skills in applying derivative instruments to manage financial risks effectively.4. To analyse the role of derivatives in hedging, speculation, and arbitrage.			
Course Specific Outcomes (CSO): <ul style="list-style-type: none">• To develop in-depth knowledge of the theory and practice of currency and commodity derivatives in the international financial environment.• Students will be able to explain the concepts and types of derivative instruments.• Students will analyze and measure financial risks in different market scenarios.• Students will apply derivatives for hedging, speculation, and arbitrage strategies.			
Syllabus:		Teaching Hrs per Unit	Total Teaching Hrs
MODULE NO.1: Derivatives Market in India UNIT 1: Introduction, Meaning and Definition, History of Derivatives Market in India. UNIT 2: Types of Derivatives, Advantages, and Importance of Derivatives. UNIT 3: Users and Participants of Derivatives Market and its development.		02+07+07	16
MODULE NO. 2: Forward and Futures UNIT1: Concepts, Forward v/s Futures, Valuation of Futures, Mechanics of Buying and Selling Futures, Margins UNIT 2: Hedging Using Futures-Specification of Futures - commodity Futures, Index futures, Interest rate futures, Valuation of Futures UNIT 3: Forward Rate Agreements (FRAs), Arbitrage Opportunities (theory and problems)		02+07+07	16

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<p>MODULE NO. 3: Currency Options</p> <p>UNIT 1: Types of options, Option Pricing, Factors Affecting Option Pricing.</p> <p>UNIT 2: Using Stock Option, Trading Strategies Involving option.</p> <p>UNIT 3: Concept of Exotic Option, Pay -off Profile Strategics for Different Options, Hedging with currency Option. Call Options and Put Options (Problems).</p>	02+07+07	16
<p>MODULE NO.4: Swaps</p> <p>UNIT 1: Introduction, Coss Currency Swaps, Important Features of Swap Contracts, Mechanics of Interest Rate Swaps</p> <p>UNIT 2: Volatility of Interest Rate Swaps, Valuation of Currency Swaps, Plain Vanilla Swaps (Theory and Problems,).</p> <p>UNIT 3: Commodity Futures Market- Exchanges for Commodity futures in India, Forward markets.</p>	02+07+07	16

Skill Development Activities:

- Simulating derivative trading using case studies or virtual trading platforms.
- Calculating and analysing risk measures such as Var (Value at Risk) and Greeks.
- Designing hedging strategies using futures, options, and swaps.
- Evaluating real-world financial scenarios to apply derivatives for risk management.

References:

1. Bansal, Derivatives and Financial Innovations, TMH.
2. Edward and Ma, Options and Futures, I Editions, McGraw Hill.
3. National Stock Exchange Publications.
4. Robert W Kolb, Futures, Options and Swaps, Black well Publishing.
5. Hull, J.C. (2022). Options, Futures, and Other Derivatives. 11th Edition. Pearson.
6. Chance, D.M., & Brooks, R. (2021). An Introduction to Derivatives and Risk Management. 10th Edition. Cengage Learning.
7. Kolb, R.W., & Overdahl, J.A. (2019). Financial Derivatives: Pricing, Applications, and Mathematics. Wiley.

Note: Latest edition of textbooks and reference Books may be used


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<p>MODULE NO. 3: INDIA'S INTERNATIONAL POLICY AND IMPACT ON ECONOMY.</p> <p>UNIT 1: Government measures and export incentives, Exim policy, ECGC services.</p> <p>UNIT 2: Role of Indian banks & F.I's, Services export from India, sourcing newly emerging democracies.</p> <p>UNIT 3: India's Diplomatic Relations - Bilateral and multilateral relationships, India's role in international organizations (e.g., UN, WTO, BRICS) Strategic partnerships with major countries (USA, China, Russia, EU)</p>	02+07+07	16
<p>MODULE NO. 4: INTERNATIONAL PRODUCT AND PRICING DECISION.</p> <p>UNIT 1: International Product Policy and Planning – Need for product planning- Product adaptation- Product Standardization- Cross country segmentation- Product life cycle in International Marketing.</p> <p>UNIT 2: International Packaging- International Market selection – International Marketing Research – International Marketing Planning and control.</p> <p>UNIT 3: Pricing decisions: Global Pricing Framework and Promotion decisions- International pricing decisions, International promotional decisions-Evaluation of international Marketing performance.</p>	02+07+07	16
<p>Skill Developments Activities:</p> <ul style="list-style-type: none"> • Students work in teams to select a foreign market and perform an in-depth analysis using various research methods. • Students choose a product or service and develop a comprehensive branding and positioning plan tailored to an international audience. • Students design a multi-channel marketing campaign for a real or hypothetical product launch in a foreign market. • Students select a product and develop an export plan that includes market selection, entry strategy, logistics, pricing, and promotion. 		
<p>References:</p> <ol style="list-style-type: none"> 1. International Marketing by Rakesh Mohan Joshi. 2. International Business: Text and Cases by P. Subba Rao. 3. International Marketing by S. A. Sherlekar and V. S. Sherlekar. 4. International Marketing Management by Varshney and Bhattacharya. 5. Cateora, P.R., Gilly, M.C., & Graham, J.L. (2021). <i>International Marketing</i>. 18th Edition. McGraw-Hill Education. 6. Czinkota, M.R., Ronkainen, I.A., & Moffett, M.H. (2019). <i>International Business and Marketing</i>. 11th Edition. Cengage Learning. 7. Keegan, W.J., & Green, M.C. (2020). <i>Global Marketing</i>. 9th Edition. Pearson. <p>Note: Latest edition of text books may be used.</p>		


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<p>MODULE NO. 3: Introduction to Services Marketing. UNIT 1: Concepts, Characteristics, Classification of Services, Goods vs. Services, Service Marketing Triangle, Factors responsible for Growth of Services Sector, Challenges faced by the Services Sector, UNIT 2: Trends in services marketing, new service opportunities, consumer purchase behaviour, and Evaluation of service alternatives. UNIT 3: Segmentation, Targeting and Positioning of Services,</p>	<p>06+06+0 4</p>	<p>16</p>
<p>MODULE NO. 4: Marketing Mix for Services UNIT 1: Product, Product differentiation, product levels, Service design, new service development-types, stages. Pricing of services-pricing concepts, pricing strategies for services. UNIT 2: Place-Service distribution, components of the service delivery system, management and problems associated with service delivery. UNIT 3: Promotion- Advertising, Sales Promotion & Personal Selling in the service industry. People- Importance of people in service marketing, Role of various people involved. Physical Evidence-concept of Physical Evidence, importance, types of Physical Evidence in various services, Service quality measurement and control</p>	<p>06+05+0 5</p>	<p>16</p>
<p>Skill Development Activities:</p> <ul style="list-style-type: none"> • Collect information on Information Technology and analyse its impact on business performance. • Select three companies of your choice and make an extensive analysis of external and internal environments. • Conduct a survey and prepare a report on any two services of your locality. • Conducting a case study to analyze industrial buyer behavior and develop effective marketing strategies for a service or industrial product. <p>References:</p> <ol style="list-style-type: none"> 1. Industrial Marketing - Robert R. Reeder & Reeder, Prentice Hall of India pvt. Ltd. 2003. 2. Business Marketing Management - Michael D. Hutt, Thomas W. Speh, 10/e, Cengage Learning, 2012. 3. Industrial Marketing - Krishna Havaladar, 3/e, TMH, 2011. Cox. F. (Jr. 4. Industrial Marketing Research, John-Willey & Sons, New York, 1971. 5. Business Marketing, Francis Cherunilam, Himalaya Publishing House, 2000. 6. Services Marketing-Valarie A Zeithmal & Mary Jo Bitner 5/e, TMH, 2011 7. Services Marketing-Christopher Lovelock, Pearson Education, 2004 8. Services Marketing: The Indian Perspective-Ravi Shankar, Excel BOOKS, 2006 9. Services Marketing - Rajendra Nargundkar, 3/e, TMH, 2010 10. Services Marketing - Govind Apte, Oxford, 2007 <p>Note: Latest edition of text books may be used.</p>		

NAME OF THE PROGRAM: MASTERS OF BUSINESS ADMINISTRATION

COURSE CODE: DEP: MM6: 4.5

NAME OF THE COURSE: RURAL AND DIGITAL MARKETING

Exam Marks: 70

IA Marks: 30

Exam Hrs: 03

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	64 Hrs
Pedagogy: Lecturing, Case analysis, Group discussion and Seminars.		
Course Objectives <ol style="list-style-type: none">1. To understand the concepts and importance of rural and digital marketing.2. To study consumer behaviour and marketing strategies in rural markets.3. To learn various tools and techniques used in digital marketing.4. To analyse the role of digital platforms in promoting rural products and services.		
Course Specific Outcomes: On successful completion Student will demonstrate <ul style="list-style-type: none">• Explain the scope and relevance of rural marketing and its environment.• Analyze rural consumer behavior and retail practices.• Understand key concepts in digital marketing and strategy.• Explore social media marketing and influencer engagement.		
Syllabus	Teaching Hrs per Unit	Total Teaching Hrs
MODULE NO. 1: Introduction to Rural Marketing UNIT 1: Definition, Nature and Scope of Rural Marketing, Importance of Rural Marketing. UNIT 2: Classification of Rural Marketing, Rural VS Urban market, Rural Marketing Environment. UNIT 3: Rural Expenditure Pattern, Rural Credit Institutions, Demand and Challenges in Rural Marketing.	02+07+07	16
MODULE NO. 2: Rural Consumer Behavior UNIT 1: Buying Behavior Model, Factors Influencing Rural Consumer During Purchases, Lifestyle of Rural Consumers. UNIT 2: Rural Shopping Habits, Role of Rural Retailer and Consumer Brand Loyalty, Rural Retail Channel. UNIT 3: Digital Inclusiveness in Rural India: E- Commerce in Rural India (Meesho, Amazon Easy), E-Choupal (ITC), e-NAM, SHG Initiatives, YouTube and Local Language Content in Rural Branding.	03+05+08	16


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<p>MODULE NO. 3: Fundamentals of Digital Marketing UNIT 1: Introduction Digital Marketing and its Significance, Digital Marketing Process, PO-E-M Framework. UNIT 2: Introduction to Search Marketing, Search Engine Optimization (SEO), Search Engine Marketing (SEM), PPC Advertising, Digital Advertising, Emerging Channels of Digital Marketing. UNIT 3: Digital Marketing Strategy, SMART Objectives, Strategy Formulation, Strategy Implementation.</p>	03+07+06	16
<p>MODULE NO. 4: Introduction to Social Media Marketing (SMM) UNIT 1: Definition of SMM, Use of Major Social Media Platforms for Marketing, Changing Role of Social Media Marketing, Social Media Marketing Funnel – Awareness, Consideration, Preference, Action, Loyalty (Framework). UNIT 2: Influencer Marketing, Types of Influencers, Collaborating with Influencers to develop Compelling Strategies. UNIT 3: Online Reputation Management, Content Marketing, User Generated Content (UGC) and Electronic-Word of Mouth (e-WOM), Technological Advancements, Digital Analytics, Internet of Things (IoT) Marketing.</p>	04+06+06	16
<p>Skill Developments Activities:</p> <ul style="list-style-type: none"> • Field Research Project: Conduct a mini-survey/interview with rural consumers or local retailers to understand rural demand patterns. • Group Presentation: Present a comparison of shopping habits between rural and urban consumers. • Digital Marketing Audit: Analyze a company’s digital marketing presence and suggest improvements using the POEM framework. • Create a Social Media Campaign: Design a complete social media funnel campaign for a rural product or service. 		
<p>References:</p> <ol style="list-style-type: none"> 1. Rural Marketing – Pradeep Kashyap, Publisher: Pearson Education 2. Rural Marketing: Text and Cases – C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan, Publisher: Pearson Education 3. Marketing in the Digital World – Avinash Kapoor, Publisher: Wiley India 4. Digital Marketing – Seema Gupta, Publisher: McGraw Hill 5. Social Media Marketing – Vijay P. Karande & Rajni Goyal, Publisher: Himalaya Publishing House 6. Kotler, P., Keller, K.L., Koshy, A., & Jha, M. (2022). Marketing Management: A South Asian Perspective. 16th Edition. Pearson. 7. Choudhary, N. (2020). Rural Marketing: Indian Perspective. 5th Edition. Pearson. <p>Note: Latest edition of text books may be used.</p>		

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION

COURSE CODE: DEP: HRM4: 4.3

NAME OF THE COURSE: STRATEGIC AND INTERNATIONAL HRM

Exam Marks: 70

IA Marks: 30

Exam Hrs: 03

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	64 Hrs
Pedagogy: Lecturing, Case analysis, Group discussion, and Seminars		
Course Objectives <ol style="list-style-type: none"> To enable students to understand the strategic role of human resource management in a global context. focusing on the alignment of HR strategies with organizational goals and the challenges of managing human resources across international boundaries. To understand the concepts and importance of strategic human resource management (SHRM). To study global HRM practices and challenges in international business environments. 		
Course Specific Outcomes (CSO): <ul style="list-style-type: none"> Understand the strategic role of HRM in achieving organizational objectives and sustaining competitive advantage. Analyse HR strategies in domestic and international contexts and assess their effectiveness in different business environments. Identify the challenges of international HRM, including cross-cultural management, global mobility, expatriation, and repatriation. Develop and evaluate HR policies related to global talent management, workforce diversity, and international labour standards. 		
Syllabus:		Teaching Hrs per Unit
MODULE NO.1: UNIT 1: Introduction. Definition. Importance, scope, and approaches to strategic HRM, strategic Challenges for leadership. UNIT 2: Evolution and concept of Strategic HRM, Role of HR in strategic management, Strategic fit and flexibility in HRM. UNIT 3: HR strategy and business strategy alignment, HRM and competitive advantage. The Changing role of work in modern organizations MHRM, IHRM and SHRM.		Total Teaching Hrs 16
	02+07+07	



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<p>MODULE NO. 2: UNIT1: Human resource planning in strategic context, Workforce analytics and planning, UNIT 2: Talent acquisition and retention strategies, Employer branding, Succession planning and career development UNIT 3: Strategic performance management systems, Compensation and reward strategies, Linking rewards to business goals, Strategic employee relations, Managing workforce engagement and commitment</p>	02+06+06	16
<p>MODULE NO. 3: UNIT 1: Meaning, scope, and drivers of IHRM, Differences between domestic and international HRM, UNIT 2: Approaches to IHRM: Ethnocentric, Polycentric, Regio centric, Geocentric, Global HR strategies and international competitiveness, HRM in multinational corporations (MNCs) UNIT 3: Expatriation and repatriation management, international staffing and selection, Cross-cultural management and diversity.</p>	02+06+06	16
<p>MODULE NO.4: UNIT 1: Global HRM practices and ethical considerations, Impact of globalization, technology, and AI on HRM, UNIT 2: HR metrics and strategic HR analytics, Corporate social responsibility and sustainable HRM, International labor standards and regulations UNIT 3: Digital Transformation and HR Technology, Globalization and Workforce Mobility, Cross-Cultural and Diversity Management.</p>	02+06+06	16
<p>Skill Development Activities:</p> <ul style="list-style-type: none"> ● Solve a case study to understand the challenges faced by organizations in evaluating the performance of international assignees. ● Visit an MNC organization and study the HR shared services operations performed. ● Analyzing talent management, performance appraisal, and compensation systems in multinational companies. <p>Simulating international HR scenarios, including expatriate management and global workforce planning.</p> <p>References:</p> <ol style="list-style-type: none"> 1. Michael Armstrong – Strategic Human Resource Management: A Guide to Action 2. Peter Dowling, Marion Festing, Allen Engle – International Human Resource Management 3. Charles R. Greer – Strategic Human Resource Management 4. P. Subba Rao – International Human Resource Management 5. Relevant journals, case studies, and research articles 6. Randall S. Schuler & Susan E. Jackson – Strategic Human Resource Management, Wiley-Blackwell. 7. Jeffrey A. Mello – Strategic Human Resource Management, Cengage Learning. 8. Torrington, Derek, Hall, Laura & Taylor, Stephen – Human Resource Management, Pearson Education. <p>Note: Latest edition of textbooks and reference Books may be used</p>		



<p>MODULE NO. 3: ANALYTICAL TECHNIQUES IN HR</p> <p>UNIT 1: Descriptive statistics for HR data (mean, median, mode, standard deviation, frequency distributions). Basic inferential statistics: correlation and regression analysis in HR context.</p> <p>UNIT 2: Predictive modelling in HR: forecasting turnover, recruitment needs, and performance. Introduction to machine learning concepts for HR (e.g., classification, clustering)</p> <p>UNIT 3: Workforce planning analytics. Impact analysis of HR interventions (e.g., training effectiveness, compensation changes). Case studies on applying analytical techniques to HR problems.</p>	02+07+07	16
<p>MODULE NO. 4: STRATEGIC HR ANALYTICS AND ETHICAL CONSIDERATIONS</p> <p>UNIT 1: Linking HR analytics to business strategy and organizational outcomes. Return on Investment (ROI) of HR programs. Presenting HR analytics insights to stakeholders.</p> <p>UNIT 2: Ethical considerations in HR analytics: data privacy, confidentiality, and bias in algorithms. Legal frameworks related to HR data (e.g., GDPR, local data protection laws).</p> <p>UNIT 3: Building an HR analytics capability within an organization. Future trends in HR analytics (e.g., AI in HR, people analytics maturity models).</p>	02+07+07	16
<p>Skill Developments Activities:</p> <ul style="list-style-type: none"> • Students work in teams to analyse a real or hypothetical HR dataset to identify key insights and present their findings. • Students design an HR dashboard using a provided dataset and justify their visualization choices. • Students develop a predictive model for a common HR challenge (e.g., employee turnover) using a simplified dataset. • Students’ research and present on an ethical dilemma or data privacy issue in HR analytics, proposing solutions. 		
<p>References:</p> <ol style="list-style-type: none"> 1. Fitz-enz, J., & Mattox, J. (Latest edition). Predictive Analytics for Human Resources. Wiley. 2. Pease, G., Byerly, G., & Han, J. (Latest edition). Human Capital Analytics: How to Harness the Power of People Data for Strategic Advantage. Wiley. 3. Sesil, J. C. (Latest edition). Applying Analytics: A Practical Guide to HR Analytics. FT Press. 4. Cascio, W. F. & Boudreau, J. W. (Latest edition). Investing in People: Financial Impact of Human Resource Initiatives. Pearson Education. 5. Marler, J.H., & Boudreau, J.W. (2017). Human Resource Management Analytics: A Practical Approach. Sage Publications. 6. Angrave, D., Charlwood, A., Kirkpatrick, I., Lawrence, M., & Stuart, M. (2016). HR and Analytics: Why HR is set to fail the big data challenge. Human Resource Management Journal, 26(1), 1–11. 7. Das, P. (2019). Predictive HR Analytics: Mastering the HR Metric. Sage Publications. 		
<p>Note: Latest edition of text books may be used.</p>		


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<p>MODULE NO. 3: COLLECTIVE BARGAINING & CONFLICT RESOLUTION</p> <p>UNIT 1: Trade unions: their purpose, structure, multiplicity, and role in productivity; union legislation.</p> <p>UNIT 2: Collective bargaining processes and strategies; grievance redressal and discipline management.</p> <p>UNIT 3: Conflict resolution methods: negotiation, mediation, arbitration; consultative mechanisms including worker participation.</p>	02+07+07	16
<p>MODULE NO. 4: CONTEMPORARY TRENDS & FUTURE OF INDUSTRIAL RELATIONS</p> <p>UNIT 1: Industrial Relations and organizational productivity; emerging trends: IR changes, the impact of technology, communication systems, and culture.</p> <p>UNIT 2: Employee counselling, systems for participation (worker development, bipartite/tripartite consultative bodies)</p> <p>UNIT 3: Future challenges and trends in industrial relations: evolving IR landscape in India; state/district dynamics.</p>	02+07+07	16
<p>Skill Developments Activities:</p> <ul style="list-style-type: none"> • Students Enact trade union negotiations and collective bargaining scenarios. • Students analyse real-life disputes involving disciplinary action or grievance resolution. • Students create a comparative chart of labour laws and institutional dispute-resolution. • Students draft and present worker-management consultative mechanisms tailored to an organization. 		
<p>References:</p> <ol style="list-style-type: none"> 1. Arun Monappa, <i>Industrial Relations</i> — Tata McGraw Hill. 2. Pramod Verma, <i>Management of Industrial Relations – Readings and Cases</i> — Oxford University Press. 3. Sivarethinamohan, <i>Industrial Relations and Labour Welfare</i> — PHI Learning. 4. Textbooks recommended in university syllabi for IR & Employee Legislation. 5. Kochan, T.A., Katz, H.C., & McKersie, R.B. (2018). <i>The Transformation of American Industrial Relations</i>. 2nd Edition. Cornell University Press. 6. Ivancevich, J.M., Konopaske, R., & Matteson, M.T. (2020). <i>Organizational Behavior and Management</i>. McGraw-Hill Education. 7. Budhwar, P., & Debrah, Y. (2019). <i>Human Resource Management in Developing Countries</i>. Routledge. <p>Note: Latest edition of text books may be used.</p>		


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FOURTH SEMESTER

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE CODE: BA:4.1

NAME OF COURSE: SOCIAL MEDIA WEB ANALYTICS

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs	64 Hrs	
Pedagogy: Lecturing, Case analysis, Group discussion and seminars.			
Course Objective:			
<ol style="list-style-type: none"> 1. This course equips MBA students with a comprehensive understanding of social media, web analytics, and search analytics in business, marketing, and digital strategy. 2. It explores the evolution of social media, audience behavior, community management, and brand engagement. 3. Students will analyze social media policies, ethical concerns, and regulatory issues while gaining expertise in data-driven decision-making through analytics. Emphasizing SEO, user engagement, and online visibility, the course also examines privacy, security, and misinformation challenges. 4. Practical applications include leveraging digital tools for marketing, content management, and strategic planning. 			
Course Outcome: Upon successful completion of this course:			
<ol style="list-style-type: none"> 1. Students will be able to analyze the evolution of social media from traditional media and its impact on audience behavior, online communities, and digital interactions. 2. Students will be able to apply strategies for community building, brand presence, and user engagement while ensuring adherence to social media etiquette, policies, and ethical standards. 3. Students will be able to utilize social media and web analytics tools to track key metrics, evaluate campaign effectiveness, and make data-driven business decisions 4. Students will be able to optimize online visibility, user engagement, and web traffic through SEO best practices, content management, and digital marketing strategies. 			
Syllabus		Teaching Hrs per Unit	Total Teaching Hrs
MODULE 1: Foundations of Social Media			
UNIT – 1: Evolution and History of Social Media- Evolution of Online Communities, History of Social Media, Transition from Traditional Media to Social Media, Social Media vs. Traditional Media- Key Differences (Interactivity, Speed, Reach), Strengths and Weaknesses of			


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<p>Each. Social Media Audiences and Goals - Different Types of Users, Why People Use Social Media (Entertainment, Networking, Business, Activism, etc.). Understanding Social Media Connections- Strong and Weak Ties in Online Networks, Role of Influencers in Shaping Opinions.</p> <p>UNIT-2: How Ideas Travel in Social Media- Mechanisms of Virality, Case Studies of Viral Content. Social Theories and Social Media-, Network Theory- Social Capital in Digital Spaces. Technological Determinism in Social Media- Popular Discourses on Social Media Technologies, Debates on Technology Shaping Society vs. Society Shaping Technology.</p> <p>UNIT-3: The Science of Social Media & Community Building- Keys to Building an Engaging Community, Managing Online Communities Effectively. Promoting Social Media Pages & Linking Accounts - Strategies for Growth & Engagement, Best Practices for Cross-Platform Integration- The Viral Impact of Social Media & Digital PR - How Social Media Amplifies Trends, Managing Public Relations Online. Encouraging Positive Engagement & Identity Formation- Creating a Healthy Social Media Environment, Identity, Activism, and Consumer Culture in Digital Spaces. Social Media as a Business- Monetization Strategies, Social Media Marketing & Brand Presence</p>	<p>06+04+0 6</p>	<p>16</p>
<p>MODULE 2: Social Media Policies & Ethical Considerations</p> <p>UNIT-1. Social Media Policies and Etiquette - Importance of Social Media Policies for Businesses & Individuals, Best Practices for Online Etiquette, Privacy & Ethical Issues in Social Media, Data Privacy Challenges, Misinformation & Ethical Concerns of Emerging Technologies, The Future of Social Media, Trends in AI, Augmented Reality & Virtual Reality in Social Media Regulations & Evolving Policies.</p> <p>UNIT-2: Social Media Measurement & Analytics - Basics of Tracking Social Media- Key Metrics (Engagement, Reach, Impressions, Conversions). Social Media Analytics & Insights- How to Extract and Interpret Data, Role of AI & Automation in Analytics. Performance Reports & Social Media Observations- Customized Campaign Performance Reports, Case Studies & Real-World Examples.</p>	<p>06+04+0 6</p>	<p>16</p>
<p>UNIT-3: Web Analytics & Data-Driven Decision Making- Introduction to Web Analytics- Present & Future of Web Analytics, Importance & Data Collection Methods. Qualitative & Business Analysis in Web Analytics- Understanding User Behavior, KPI planning & Business Goals. Key Components of Web Analytics Strategy - Fundamentals, Proposals & Reports, Web Data Analysis Techniques 6 hours.</p>		

<p>MODULE 3: SEO & User Engagement</p> <p>UNIT - 1. Search Engine Optimization (SEO) Basics- On-Page & Off-Page SEO, Keyword Research & Optimization Tools (Google Keyword Planner, SEMrush, Ahrefs), Technical SEO & Site Performance (Google PageSpeed Insights, Screaming Frog), Non-Linear Media Consumption & User Engagement-How Users Interact with Content Across Platforms, Strategies to Improve Engagement (A/B Testing, Heatmaps, Personalized Content) Tools: Crazy Egg, Hotjar, Google Optimize. User-Generated Content & Web -Traffic Analysis -Impact of UGC on Search & Branding, Web Traffic Analysis Tools (Google Analytics, Matomo, SimilarWeb).</p> <p>UNIT-2: Navigation, Usability & Online Security -Website Navigation & Usability Principles, Importance of UX & UI in Search Performance, Tools: Adobe XD, Figma, Google Lighthouse. Eye Tracking & User Behavior Analysis-How Users Process Information Online, Eye-Tracking & Heatmap Tools (Tobii, EyeQuant, Attention Insight). Online Security & Ethics-Best Practices for Protecting User Data, Ethical Considerations in Search & Content Distribution.</p> <p>UNIT-3: Advanced Search Analytics & Emerging Technologies Content Management & Data Visualization- CMS Platforms (WordPress, Drupal, Hub Spot CMS), Data Visualization Tools (Tableau, Google Data Studio, Power BI). RSS Feeds & Mobile Search Analytics-Understanding RSS Feeds in Content Distribution, Mobile SEO & Platform-Specific Optimization (Google AMP, Progressive Web Apps). User-Centered Design & Understanding Search Behaviors-Importance of Human-Centric Design in Search Performance, Tools: UX Research Tools (Usability Hub, Optimal Workshop), Behavioral Analysis (Google Trends, Answer The Public).</p>	<p>06+04+0 6</p>	<p>16</p>
<p>Module – 4: Privacy and Security in Social Networks</p> <p>UNIT – 1: Privacy Issues in Online Social Networks – Risks and concerns related to user data privacy, Data Security Challenges – Threats to social network security and mitigation strategies,</p>		


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<p>Anonymization Techniques – Methods for protecting user identity and data privacy.</p> <p>UNIT- 2: Cyberbullying, Regulations, and Case Studies- Cyberbullying Detection and Prevention – Identifying and combating online harassment, Social Network Regulations and Policies – Legal frameworks and guidelines for ethical social media use, Case Studies on Privacy Breaches and Ethical Dilemmas – Real-world examples of data misuse and ethical.</p> <p>UNIT-3: Violations Ethical and Misinformation Challenges, Ethical Concerns in Social Network Analysis – Responsible use of social data and ethical dilemmas, Fake News Detection – Identifying and preventing the spread of false information, Misinformation and Disinformation Spread – Understanding how misleading content propagates online, Social Bots and Their Impact – The role of automated accounts in influencing public opinion</p>	<p>06+04+0 6</p>	<p>16</p>
<p>Skill Development Activities</p> <ul style="list-style-type: none"> Analyze a real social media campaign to assess engagement, audience behavior, and key metrics using analytics tools. Create and optimize a website or blog with SEO techniques and track traffic using Google Analytics or SEMrush. Build an interactive dashboard in Power BI or Google Data Studio for visualizing social media and web analytics data. Study cases of data privacy breaches or misinformation and suggest responsible digital strategies 		
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> K. M. Shrivastava, Social Media in Business and Governance, Sterling Publishers Private Limited, 2013 Christian Fuchs, Social Media a critical introduction, SAGE Publications Ltd, 2014 Bittu Kumar, Social Networking, V & S Publishers, 2013 Avinash Kaushik, Web Analytics - An Hour a Day, Wiley Publishing, 2007 ric T. Peterson, Web Analytics Demystified, Celilo Group Media and Café Press, 2004 TakeshiMoriguchi, Web Analytics Consultant Official Textbook, 7th Edition, 2016 Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity by Avinash Kaushik 8.Social Media Analytics: Techniques and Insights for Extracting Business Value Out of Social Media, Matthew Ganis, Avinash Kohirkar Social Media Metrics: How to Measure and Optimize Your Marketing Investment, Jim Sterne Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization (Que Biz-Tech), Oliver Blanchard <p>Web links and Video Lectures (e-Resources):</p>		


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NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE CODE: BA:4.2

**NAME OF COURSE: FUNCTIONAL ANALYTICS: APPLICATIONS IN HR,
MARKETING & FINANCE**

Course Credits	No. of Hours per week	Total No. of Teaching hours
4 credits	4Hrs	64 Hrs
Pedagogy: Lecturing, analysis, group discussion and seminars.		
Course Objective: <ol style="list-style-type: none">1. The primary objective of the course Functional Analytics is to equip MBA.2. students specializing in Business Analytics with the ability to understand, design, and apply analytical frameworks, tools, and techniques.3. across the core functional areas of management — Human Resources, Marketing, and Finance.4. To enable students to understand and apply data analytics techniques in key business functions—Human Resources, Marketing, and Finance—for effective decision-making and strategic improvement.		
Course Outcomes: Upon successful completion of this course <ul style="list-style-type: none">• Explain the concept, scope, and strategic relevance of functional analytics, and differentiate between enterprise-wide and function-specific analytics approaches.• Apply appropriate analytical tools and techniques to address business problems in HR, Marketing, and Finance, using relevant datasets and metrics.• Interpret analytical outputs within the context of each functional area and recommend actionable strategies to support managerial decision-making• Integrate cross-functional insights to design analytics solutions that address multi-domain business challenges and improve organizational performance		
Syllabus	Teaching Hrs per Unit	Total Teaching Hrs
MODULE 1: Introduction to Functional Analytics UNIT-1: Concept, scope, and evolution of Functional Analytics, highlighting its growing relevance in modern business environments. How Functional Analytics differs from enterprise-wide analytics and how various types of analytics — descriptive, diagnostic, predictive, and prescriptive. Benefits of adopting analytics at the functional level, including improved decision-making and operational		


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<p>efficiency, as well as challenges such as data silos, quality issues, and organizational resistance.</p> <p>UNIT - 2: Alignment of Functional Analytics with business strategy and its role in achieving organizational objectives. Analytics value chain in a functional context, the identification of key performance indicators (KPIs) and metrics across different functional areas, and the integration of data from multiple sources to generate meaningful insights. The role of enabling technologies, including ERP, CRM, HRIS, and financial management systems.</p> <p>UNIT – 3: Overview of widely used analytics tools such as Excel, Tableau, Power BI, SPSS, Python, and R, along with techniques for data preparation, cleaning, and model development in functional contexts. Principles of data governance, privacy, and security, as well as ethical issues such as bias in algorithms, misuse of data, and the need for transparency in analytics-driven decisions.</p>	<p>06+06+04</p>	<p>16</p>
<p>MODULE 2: Financial Analytics</p> <p>UNIT- 1 : Relevance of applying analytics to financial management in an increasingly data-driven and volatile business environment. How Financial Analytics differs from general financial analysis by leveraging advanced data techniques, predictive modeling, and real-time insights to address specific financial objectives. Types of analytics — descriptive for analyzing past financial performance, diagnostic for uncovering the causes of financial trends, predictive for forecasting revenues, costs, and cash flows, and prescriptive for recommending optimal investment and resource allocation strategies.</p> <p>UNIT – 2: Strategic role of Financial Analytics in supporting corporate objectives and ensuring sustainable growth. how analytics aligns with financial strategy through applications such as budgeting and forecasting, risk assessment, credit scoring, fraud detection, and portfolio optimization. The role of financial key performance indicators (KPIs) such as returns on equity, liquidity ratios, net profit margin, and cash conversion cycle, and their use in guiding strategic and operational decisions. The integration of data from ERP systems, financial management software, and market databases will be explored, along with</p>		<p>16</p>

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<p>the influence of regulatory compliance and reporting standards on financial analytics practices.</p> <p>UNIT – 3: Practical Task - Tools, processes, and ethical frameworks necessary for conducting effective Financial Analytics. Excel for financial modeling, Tableau and Power BI for dashboarding, Python and R for statistical and predictive modeling, and introduction of a software for risk and portfolio analysis. The processes of collecting, cleaning, and validating financial data. Ethical considerations include safeguarding sensitive financial data, preventing misuse of insider information, ensuring transparency in financial models, and mitigating bias in credit and investment algorithms.</p>	06+06+04	
<p>MODULE 3: Marketing Analytics</p> <p>UNIT- 1: Importance of Marketing Analytics in enabling data-driven marketing decisions. Evolution of Marketing Analytics from traditional market research to advanced analytical techniques that leverage large-scale customer and market data. How descriptive analytics helps assess past marketing performance, diagnostic analytics identifies the factors influencing customer behavior, predictive analytics forecasts trends and campaign outcomes, and prescriptive analytics recommends optimal strategies for customer engagement and market penetration.</p> <p>UNIT-2 : Application of Marketing Analytics to support organizational growth and competitive positioning. Key marketing metrics and performance indicators — including conversion rates, retention rates, customer acquisition cost, and customer lifetime value — will be discussed in detail. The unit will also explore frameworks and tools such as the RFM (Recency, Frequency, Monetary) model, market basket analysis, and A/B testing for campaign optimization. Integrating insights from multiple channels, including offline campaigns, digital platforms, and social media analytics, to develop a holistic view of marketing effectiveness.</p> <p>UNIT – 3: The process of collecting, cleaning, and integrating customer and campaign data will be discussed alongside methodologies for model building and insight generation. Ethical considerations will be addressed,</p>	06+06+04	16

<p>including responsible handling of customer data, compliance with privacy regulations, and the mitigation of algorithmic bias in targeting and personalization.</p>		
<p>MODULE 4: HR Analytics</p> <p>UNIT-1: HR Analytics in Perspective: Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, HR Measurement journey in tune with HR maturity journey, Understanding the organizational system (Lean), Locating the HR challenge in the system, Valuing HR Analytics in the organizational system.</p> <p>UNIT -2: HRA Frameworks: Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talentship</p> <p>UNIT- 3: Predictive Analytics: Steps involved in predictive analytics: Determine key performance indicator, analyse and report data, interpreting the results and predicting the future. Metrics and Regression analysis and Causation.</p>	<p>06+06+04</p>	<p>16</p>
<p>Skill Development Activities</p> <ul style="list-style-type: none"> • Analyze real business datasets from HR, Marketing, or Finance to identify trends and generate actionable insights. • Create an interactive dashboard using Power BI, Tableau, or Excel to visualize key performance indicators across functions. • Build simple predictive models using Python, R, or SPSS to forecast business outcomes like sales or employee turnover. • Solve a cross-functional business problem by integrating analytics from multiple domains such as HR, marketing, and finance. 		


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REFERENCE BOOKS:

1. **Sharma, J. K., & Mittal, R.** (2021). *Business Analytics: Data-Driven Decision Making*. Pearson.
– A strong foundation for all functional areas, covering descriptive, predictive, and prescriptive analytics with business case examples.
2. **Evans, J. R.** (2023). *Business Analytics*. Pearson Education.
– Widely used for introducing analytics concepts and their application in marketing, finance, and HR functions.
3. **Isson, J. P., & Harriott, J. S.** (2016). *People Analytics in the Era of Big Data*. Wiley.
– Excellent for HR analytics: covers talent acquisition, retention, engagement, and predictive HR modeling.
4. **Foster, G.** (2020). *Financial Analytics: The Science of Making Better Decisions*. Routledge.
– Dedicated coverage of financial data analysis, forecasting, and decision-making.
5. **Gupta, S., & Hanssens, D. M.** (2022). *Marketing Analytics: Strategic Models and Metrics*. Pearson.
– Strong focus on marketing metrics, customer segmentation, campaign analytics, and ROI measurement.
6. **Fitz-enz, J., & Mattox, J. R.** (2014). *Predictive Analytics for Human Resources*. Wiley.
– Practical guide to using predictive modeling in HR for strategic workforce planning.
7. **Probst, A., & Singh, A.** (2019). *Applied Business Analytics: Integrating Business Process, Big Data, and Advanced Analytics*. Wiley.
– Helps link analytics concepts to business functions, particularly operational decision-making.
8. **Phillips, P., & Stawarski, C.** (2021). *Data-Driven Business Decisions*. Kogan Page.
– Useful for cross-functional decision-making using analytics in different business areas.

WEB RESOURCES:

- <https://corporatefinanceinstitute.com/resources/accounting/types-of-financial-analysis/>
- <https://hbr.org/topic/subject/analytics-and-data-science>
- <https://blog.hubspot.com/marketing/digital-marketing-analytics>
- <https://www.aihr.com/blog/>
- <https://www.kaggle.com/learn>



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NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE CODE: BA:4.3

NAME OF COURSE: BUSINESS DATABASE MANAGEMENT SYSTEMS

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours	
4 Credits	4 Hrs.	64 Hrs.	
Pedagogy: Lecturing, Case analysis, Group discussion and Seminars.			
Course objective: <ol style="list-style-type: none">1. This course introduces the fundamentals of Database Management Systems (DBMS), including their purpose, applications, and architecture.2. It covers the relational model, E-R modeling, relational algebra, and normalization techniques for efficient database design.3. Students will learn SQL for data storage, retrieval, and optimization while exploring transaction management, concurrency control, and recovery techniques to ensure database integrity. The course also covers query processing, database security, and access control for data protection.4. Finally, it introduces modern database technologies like NoSQL, cloud databases, and big data applications, preparing students for advanced database management.			
Course Specific Outcome: <ul style="list-style-type: none">• Understand and explain the fundamental concepts of DBMS, including its architecture, relational models, and database administration roles.• Apply E-R modeling, normalization techniques, and relational algebra principles to design and implement relational databases.• Analyze and construct complex SQL queries for data retrieval, modification, optimization, and efficient storage management.• Evaluate transaction processing, concurrency control, and recovery mechanisms to ensure database consistency and integrity.			
Syllabus		Teaching Hrs per Unit	Total Teaching Hrs
MODULE -1 UNIT 1- Elementary concepts of DBMS- Purpose & application of database, Relational model and others,			


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<p>Architecture for Database System, Database administrator and users, DDL, DML, DCL.</p> <p>UNIT 2 – The relational data model & algebra-Variious keys, Basics of the Relational Model, Relational Operations-Extended & Additional Operators of Relational Algebra-Constraints on Relations.</p> <p>UNIT 3 - Database Design using E-R model - Various models Elements of the E/R Model-Design Principles, E/R diagrams, The Modelling of Constraints-Weak Entity Sets, Participation constraint and Generalization-Specialization-Aggregation, E/R Diagrams to Relational Designs.</p>	<p>04+06+06</p>	<p>16</p>
<p>MODULE-2 - Database design</p> <p>UNIT-1 - Introduction to normalization, Trivial and nontrivial functional dependencies, Armstrong's axioms for FD's, Closure of a set of attributes and dependencies, first, second and third forms, Boyce/ Codd normal form, multivalued dependencies and fourth normal form, join dependencies and fifth normal form, non-loss decomposition, Dependency preservation.</p> <p>UNIT 2 – Data storage and querying: Basic SQL query structure, set operations, nested sub queries, aggregation, database modification, join expressions,</p> <p>UNIT 3 – Query Processing & Query Optimization basics, Triggers, Views (Virtual Tables) in SQL, Additional Features of SQL (Indexing, Aggregation, Grouping, etc.), Database Programming Issues and Techniques.</p>	<p>06+04+06</p>	<p>16</p>
<p>MODULE – 3 - Transaction processing</p> <p>UNIT 1 – Transactions, ACID Property, transaction atomicity and durability, Schedules & Types, Conflict-Serializability, View-Serializability, Testing of Serializability.</p> <p>UNIT 2 – Concurrency: Enforcing Serializability by Locks-Locking Systems with Several Lock Modes-Concurrency Control by Timestamps, two phase locking protocol, Deadlock detection and prevention.</p>	<p>06+04+06</p>	<p>16</p>

<p>UNIT 3 – Recovery: Failures and their classification, basics of storage structure, logbased recovery-deferred and immediate modification schemes, Checkpoints.</p>		
<p>MODULE – 4 - Query Processing and Security:</p> <p>UNIT 1 - Overview of Query Processing, Measuring of Query Cost, Selection Operation, Sorting, Joining Evaluation of Expression, Query Optimization; Database Administrator: DBA Roles and Responsibilities, Database Security Issues, Types of Security, Access Protection, User Accounts and Database Audits, Discretionary Access Control, Mandatory Access Control; Data Encryption and Decryptions.</p> <p>UNIT 2 - Database Applications: Applications of DBMS in Bank System, E- commerce, Healthcare, Inventory, Education. Data Warehousing and Big Data Applications.</p> <p>UNIT 3 - Emerging Trends in DBMS: NoSQL Databases (MongoDB, Cassandra), Cloud Databases (AWS RDS, Google Firebase), Big Data Integration, Distributed Databases, Data Security and Privacy in DBMS</p>	<p>06+04+06</p>	<p>16</p>
<p>Skill Development Activities:</p> <ul style="list-style-type: none"> • Students work in groups to design an Entity–Relationship Diagram (ERD) for a given business scenario such as banking, e-commerce, or hospital management • Using sample datasets (e.g., sales, HR, or inventory), students practice writing DDL, DML, and DCL commands. • Each group selects a business domain (retail, education, logistics, etc.) and designs a complete database system • Students analyze how organizations use data warehouses and big data for insights. 		
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. Silberschatz, Korth and Sudharshan: Data base System Concepts, 6 th Edition, Mc-GrawHill, 2010. 2. C.J. Date, A. Kannan, S. Swamynatham: An Introduction to Database Systems, 8th Edition, Pearson Education, 2006 3. An introduction to Database Systems by C J Date, Addition-Wesley 4. Database System using Oracle by Nilesh shah, PHI 		