

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

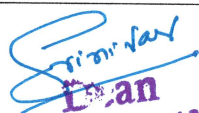
CPT: CORE PAPER THEORY
DEP: DISCIPLINE ELECTIVE PAPER

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


Chairman
 Board of Studies
 Institute of Management Studies
 Davangere University
 Shivagangothri, DAVANGERE-577007


Dean
 Faculty of Commerce and Management
 Shivagangothri, Davangere University,
 Davangere-577 002.


Registrar
 Davangere University
 Shivagangothri, Davangere.

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


Chairman
Board of Studies
Institute of Management Studies
Davangere University
Davangere-577007


Dean
Faculty of Commerce and Management
Shiyagangotri, Davangere University,
Davangere-577 002.


Registrar
Davangere University
Shiyagangotri, Davangere.

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


Chairman
 Board of Studies
 Institute of Management Studies
 Davangere University
 Shivangotri, DAVANGERE-577007


Dean
 Faculty of Commerce and Management
 Shivangotri, Davangere University,
 Davangere-577 002.


Registrar
 Davangere University
 Shivangotri, Davangere.

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)

Srinivas
H/11/2025
ದೇನರು
ವಾಣಿಜ್ಯ ಮತ್ತು ನಿರ್ವಹಣಾಶಾಸ್ತ್ರ ನಿಕಾಯ
ದಾವಣಗೆರೆ ವಿಶ್ವವಿದ್ಯಾನಿಲಯ,
ಶಿವಗಂಗೋತ್ರಿ, ದಾವಣಗೆರೆ-02.

[Signature]
Chairman
Board of Studies
Institute of Management Studies
Davangere University
Shivagangotri, DAVANGERE-577237

[Signature]
Registrar
Davangere University
Shivagangotri, Davangere.

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
ದೇನರು
ವಾಣಿಜ್ಯ ಮತ್ತು ನಿರ್ವಹಣಾಶಾಸ್ತ್ರ ನಿಸಾಯ
ದಾವಣಗೆರೆ ವಿಶ್ವವಿದ್ಯಾನಿಲಯ,
ಶಿವಗಂಗೋತ್ರಿ, ದಾವಣಗೆರೆ-೦೩.

[Signature]
Chairman
Board of Studies
Institute of Management Studies
Davangere University
Shivagangothri, DAVANGERE-577007

[Signature]
Registrar
Davangere University
Shivagangothri, Davangere.

NAME OF THE PROGRAM: MASTER BUSINESS ADMINISTRATION
 COURSE CODE: CPT: 3.1
 NAME OF THE COURSE: CORPORATE GOVERNANCE AND BUSINESS ETHICS
 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:		
1. Introduce the fundamental concepts of ethics, morality, and values in business contexts. 2. Develop an understanding of ethical issues across functional areas such as finance, marketing, HR, and production. 3. Explore the relationship between ethics and corporate governance in modern organizations. 4. Familiarize students with corporate governance frameworks, models, and practices, especially within the Indian context.		
Course Specific Outcomes (CSOs)		
• Demonstrate knowledge of ethical principles and corporate governance practices. • Apply ethical reasoning to business decision-making and problem-solving. • Analyze the ethical implications of managerial and corporate actions. • Understand the evolution and regulatory aspects of corporate governance in India.		
Syllabus:		Teaching Hrs per Unit
MODULE NO.1: BUSINESS ETHICS		Total Teaching Hrs
UNIT 1: Introduction - Meaning - Nature of Ethics, Meaning of Moral and Ethics -Types of Ethics, Importance of Ethics		02+07+07
UNIT 2: Business Ethics – Meaning and Nature. Importance of Ethics in Business		
UNIT 3: Areas of Business Ethics, Meaning of Functional Ethics, Types of Ethics According to Functions of Business.		
MODULE NO. 2: Functional areas of Business & Ethical.		02+06+06
UNIT 1: Introduction – Ethical issues in production.		
UNIT 2: Ethical issues in finance - Ethical issues in Marketing - Ethical issues in HRM.		
UNIT 3: Ethical issues pertaining to IT & its services – Environmental Issues in Business.		14


Chairman
 Board of Studies
 Institute of Management Studies
 Davangere University
 Shivangothri, DAVANGERE-577007

MODULE NO. 3: Introduction to Corporate Governance UNIT 1: Definition and Conceptual Framework of Corporate Governance, Business Ethics – an important Dimension to Corporate Governance, Fair and Unfair Business Practices. UNIT 2: Definition and Conceptual Framework of Corporate Governance, Business Ethics. UNIT 3: Important dimension to Corporate Governance, Fair and Unfair Business Practices.	02+06+06	14
MODULE NO.4: Corporate Governance in India 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.	02+06+06	14
Skill Developments Activities: • 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.		
References: 1. Murthy CSV: Business Ethics and Corporate Governance, HPH 2. Bholananth Dutta, S.K. Podder Corporation Governance, VBH. 3. Dr. K. Nirmala, Karunakara Reddy: 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. Note: Latest edition of textbooks and reference Books may be used		


Chairman
 Board of Studies
 Institute of Management Studies
 Davangere University
 Shivangothri, DAVANGERE-577007

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION
 COURSE CODE: GEP: 3.2
 NAME OF THE COURSE: STARTUP AND INCUBATION 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 Objectives: - To develop a foundational understanding of entrepreneurship, including the meaning, functions, qualities, and types of entrepreneurs, along with insights into successful entrepreneurial journeys. - To equip students with knowledge of start-up creation and financial management, covering ideation, design thinking, funding sources, and strategies for overcoming financial challenges in new ventures. - To familiarize students with the concept and role of incubation support, highlighting the objectives, functions, and incentives of incubation centres and their contribution to start-up growth. - To provide an overview of government initiatives and policy measures supporting start-ups in India, enabling students to assess schemes, incentives, and institutional support for entrepreneurial development.		
Course Outcomes: On successful completion Student will demonstrate - To gain an insight in to starting of the enterprise. - Explore Startup Opportunities and Financial Challenges. - Assess the Role of Incubators in Startup Development. - Review Government Initiatives Supporting Startups in India.		
Syllabus:		
	Teaching Hrs per Unit	Total Teaching Hrs
MODULE NO. 1: ENTREPRENEURSHIP UNIT 1: Introduction – Meaning & Definition of Entrepreneur and Entrepreneurship UNIT 2: Functions of Entrepreneur, Factors influencing Entrepreneurship, Advantages and disadvantages. UNIT 3: Qualities of an Entrepreneur, Types of Entrepreneurs, brief history about successful entrepreneurs.	02+07+07	16
MODULE NO. 2: START-UPS & ITS FINANCIAL ISSUES UNIT 1: Introduction- Meaning – Features – Types of Startups. UNIT 2: Ideation – Design Thinking, Entrepreneurship, Lessons for Startups, 3 Pillars to Initiate startup (Handholding, Funding & Incubation) UNIT 3: Start up financial issues: feasibility Analysis-The cost & Process of Raising capital–Unique Funding issues of a High-tech Ventures–funding with equity–Financing with debt–funding strategies with boot strapping Crowd funding – Venture Capital.	02+07+07	16
MODULE NO. 3: INCUBATION SUPPORT TO START UPS UNIT 1: Introduction- Meaning & definition of Incubation support. UNIT 2: Objectives & Functions of Incubation Centers & Service Types. UNIT 3: Incentives for Incubators – Role of Incubators in startup Policy, List of Major Startups Incubators in India - Case studies on Startups.	02+07+07	16

MODULE NO. 4: GOVERNMENT INITIATIVES FOR STARTUPS IN INDIA. UNIT 1: Government Initiatives–Startup India Initiative, Seed Fund– ASPIRE–SAMRIDDHI Scheme. 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. UNIT 3: Venture Capital Assistance Scheme–Single Point Registration scheme–M-SIPS–Self Employment & Talent Utilization (SETU)	02+07+07	16
Skill Developments Activities: • 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.		
References: 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) Note: Latest edition of text books may be used.		


Chairman
Board of Studies
Institute of Management Studies
Davangere University
Shivagangothri, DAVANGERE-577007

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: 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): • 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
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
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
		Total Teaching Hrs
		16
		16

MODULE NO. 3: Risk and Return Concepts UNIT 1: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk. UNIT 2: Calculation of Risk and returns, Portfolio Risk and Return: Expected returns of a portfolio. UNIT 3: Calculation of Portfolio Risk and Return, Portfolio with 2 assets, Portfolio with more than 2 assets.	06+06+04	16
MODULE NO.4: Security Analysis UNIT 1: Fundamental Analysis - EIC analysis (Economic- Industry- and Company)- factors/ indicators of risk- tools of EIC analysis- Technical analysis- Efficient Market Hypothesis UNIT 2: Modern Portfolio Theory: Markowitz model. Sharpe's single index model, Optimum portfolio selection. 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.	06+06+04	16
Skill Development Activities: - 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.		
References: - Security Analysis & Portfolio Management - Punithavathy Pandian, 2/e, Vikas, 2005. - Investment Analysis and Portfolio management-Prasanna Chandra, 3/e, TMH, 2010. - Investment Management-Preethi Singh, 1/e, Himalaya Publishing House 2010. - Investments -ZviBodie, Kane, Marcus &Mohanty, 8/e, TMH, 2010. - Investment Management - Bhalla V. K, 1/e, S.Chand , 2011. - Bodie, Z., Kane, A., & Marcus, A.J. (2022). Investments. 12th Edition. McGraw-Hill Education. - Reilly, F.K., & Brown, K.C. (2021). Investment Analysis and Portfolio Management. 12th Edition. Cengage Learning. - Elton, E.J., Gruber, M.J., Brown, S.J., & Goetzmann, W.N. (2021). Modern Portfolio Theory and Investment Analysis. 10th Edition. Wiley.		
Note: Latest edition of textbooks and reference Books may be used		

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: 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): • 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


Chairman
Board of Studies
Institute of Management Studies
Davangere University
Shivagangothri, DAVANGERE-57700

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, UNIT 2: Concept of Universal Banking, Home banking, ATMs, Internet Banking, Mobile Banking, Core Banking Solutions, Debit, Credit and Smart Cards, UNIT 3: Electronic Payment systems, MICR, Cheque Truncation, ECS, EFT, NEFT, RTGS (Theory)	06+06+04	16
MODULE NO. 3: Introduction to Insurances UNIT 1: Definition and Basic Characteristics of insurance- Requirements of an Insurable Risk Adverse Selection and Insurance UNIT 2: Insurance vs. Gambling Insurance vs. Hedging Types of Insurance-Essentials of Insurance Contracts. 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).	06+06+04	16
MODULE NO.4: General Insurance UNIT 1: Classification of Insurance, Life Insurance, Types of General Insurance, Insurance of Property, Pecuniary Interest, Liability and person UNIT 2: Types of policies: fire, marine, motor, engineering, aviation, agriculture, liability and person. UNIT 3: Health Insurance and types of Health Insurance, Factors to be considered for Premium Fixing. (Theory).	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: - Banking and Insurance-E. Gordon & P. K Gupta First Edition, <u>2012</u>, Himalaya Publishing House - Banking Theory, Law and Practice- E. Gordon & K Natarajan 23rd Revised Edition <u>2012</u>, Himalaya Publishing House - Banking Theory and Practice-K C Shekhar & Lekshmy Shekhar 20th Edition <u>2011</u>, Vikas Publishing House - Banking and Financial Services-Mukund Sharma <u>2015</u>, Himalaya Publishing House Risk Management and Insurance- Scott E Harrington & Gregory R Niehaus 2nd Edition <u>2004</u>, Tata McGraw Hill - Principle of Risk Management and Insurance- George E Rejdasth Edition <u>2003</u>, Pearson Education - Indian Institute of Banking & Finance (IIBF). (2022). Principles & Practices of Banking. Macmillan. - Rejda, G.E., & McNamara, M.J. (2021). Principles of Risk Management and Insurance. 14th Edition. Pearso		

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: 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 • 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

MODULE NO. 3: MARKET ANOMALIES AND BEHAVIORAL ASSET PRICING UNIT 1: Market Anomalies. Calendar effects: January effect, day-of-the-week effect. Momentum and reversal effects. Overreaction and under reaction in stock markets UNIT 2: Behavioral Asset Pricing Models. Noise trader models. Limits to arbitrage and market inefficiency. Sentiment-driven pricing mechanisms UNIT 3: Overconfidence and Herding. Overconfidence in trading and market volatility. Herding behavior: causes and consequences. Modeling herding and overconfidence in empirical studies	02+07+07	16
MODULE NO. 4: QUANTITATIVE BEHAVIORAL MODELING AND APPLICATIONS UNIT 1: Quantitative Modeling Techniques. Data collection and model specification. Statistical tools and simulation methods (Excel, R, Python). Model validation and sensitivity analysis UNIT 2: Behavioral Risk Management. Identification of behavioral risk factors. Measuring and quantifying biases in investment decisions. Strategies to mitigate behavioral risks in portfolios UNIT 3: Empirical Research and Applications. Case studies of behavioral finance in markets. Applications in asset pricing, risk management, and policy.	02+07+07	16
Skill Developments Activities: - 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.		
References: - Ackert, L., & Deaves, R. – Behavioral Finance: Psychology, Decision-Making, and Markets - Pompian, M. M. – Behavioral Finance and Wealth Management - Baker, H. K., & Nofsinger, J. R. – Behavioral Finance: Investors, Corporations, and Markets - Thaler, R. H. – Misbehaving: The Making of Behavioral Economics - Kahneman, D. – Thinking, Fast and Slow - Shefrin, H. – Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing - Statman, M. – Behavioral Finance: The Second Generation - Montier, J. – Behavioral Finance: Insights into Irrational Minds and Markets Note: Latest edition of text books may be used.		


Chairman
Board of Studies
Institute of Management Studies
Davangere University
Shivagangothri, DAVANGERE-577007

NAME OF THE PROGRAM: MASTER OF BUSINESS
ADMINISTRATION COURSE CODE: DEP: MM1: 3.3
NAME OF THE COURSE: CONSUMER BEHAVIOUR AND MARKETING RESEARCH
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:			
1. Develop an in-depth understanding of consumer behaviour by analysing psychological, social, cultural, and personal factors that influence buying decisions. 2. Apply marketing research methods and tools to gather, process, and interpret consumer data for informed business decision-making. 3. Integrate consumer insights with marketing strategies to design customer-centric products, pricing, promotion, and distribution plans. 4. Enhance analytical and critical thinking skills by using qualitative and quantitative research techniques to evaluate consumer trends and market opportunities.			
Course Specific Outcomes: On successful completion Student will demonstrate			
• Understanding of Consumer Behaviour towards products, brands and services. • Distinguish between different consumer Behaviour influences and their relationships. • Establish the relevance of online buying consumer behaviour & environmental determinants. • Understanding the consumer behaviour through marketing research.			
Syllabus:		Teaching Hrs per Unit	Total Teaching Hrs
MODULE NO. 1: INTRODUCTION TO CONSUMER BEHAVIOUR UNIT 1: Introduction to Consumer Behaviour - Definition of Consumer behaviour, Consumer and Customer. UNIT 2: Buyers and Users -A managerial & consumer perspective; Need to study Consumer Behaviour. UNIT 3: Applications of consumer behaviour knowledge; current trends in Consumer Behaviour; Market segmentation & consumer behaviour.		02+07+07	16
MODULE NO. 2: INDIVIDUAL DETERMINANTS OF CONSUMER BEHAVIOUR. UNIT 1: Consumer Needs & Motivation; Personality and Self- Concept. UNIT 2: Consumer Perception, Learning & Memory; Nature of Consumer Attitudes. UNIT 3: Psychological: Motivation, Perceptions, Learning, Belief and Attitudes. Consumer Attitude, Formation and Change.		02+07+07	16


Chairman
Board of Studies
Institute of Management Studies
Davangere University
Shivagangothri, DAVANGERE-577001

MODULE NO. 3: ONLINE BUYING CONSUMER BEHAVIOUR AND ENVIRONMENTAL DETERMINANTS. UNIT 1: Introduction to Online Buying Behaviour-Meaning and Definition of Online Buying Behaviour. UNIT 2: Reasons for Buying Through Online Channel- Consumer decision making Process towards online shopping. UNIT 3: Family Influences; Influence of Culture; Subculture & Cross- Cultural Influences; Group Dynamics and Consumer Reference Groups; Social Class: Family role.	02+07+07	16
MODULE NO. 4: MARKETING RESEARCH DYNAMICS. UNIT 1: Introduction, Meaning of Research, Research Characteristics, Various Types of Research. UNIT 2: Marketing Research and its Management, Nature and Scope of Marketing Research. 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.	02+07+07	16
Skill Developments Activities: • 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.		
References: 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. Note: Latest edition of text books may be used.		


Chairman
 Board of Studies
 Institute of Management Studies
 Davangere University
 Shivangothri, DAVANGERE-577007

COURSE CODE: DEP: MM2: 3.4

Exam Marks: 70

IA Marks: 30

Exam Hrs: 03

Chairman
Board of Studies

Board of Studies
Institute of Management Studies
Davangere University
Shivagangothri, DAVANGERE-577007

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. 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. UNIT 3: Brand Management Process-Meaning, common brand problems, Steps in Brand Management Process and Strong Indian Brands (Case study)	06+05+05	16
MODULE NO. 4: Brand Building process 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. 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. UNIT 3: Brand Value: Definition, Core Brand values, Brand mantras, Internal branding, Brand imitations, Brand extension and Global branding.	06+06+04	16
Skill Development Activities: • 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.		
References: 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. Note: Latest edition of text books may be used.		

**NAME OF THE PROGRAM: MASTER OF BUSINESS
ADMINISTRATION COURSE CODE: DEP: MM3: 3.5
NAME OF THE COURSE: RETAIL MANAGEMENT AND E-COMMERCE
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:			
1. To provide students with a comprehensive understanding of the principles and practices of retail management, including retail formats, consumer behaviour, store operations, and supply chain logistics. 2. To develop knowledge of e-commerce and digital retailing strategies, enabling students to evaluate online business models, digital marketing techniques, and technological tools for effective retail management. 3. To enhance analytical and strategic decision-making skills in Omni channel retailing, focusing on merchandising, pricing, promotion, inventory, and customer relationship management across physical and digital platforms. 4. To equip students with insights into the role of technology, analytics, and emerging trends in retail, preparing them to apply innovative solutions for improving customer experience, competitiveness, and sustainability in the retail sector.			
Course Outcomes: On successful completion Student will demonstrate			
• Demonstrate an understanding of the fundamental principles of retail management, including store operations, merchandising, and customer service. • To analyse the impact of e-commerce on traditional retail models and identify key strategies for Omni channel retailing. • To develop effective retail strategies, encompassing market analysis, location decisions, and promotional activities, for both physical and online channels. • Understand the role of technology and data analytics in optimizing retail performance and enhancing the customer experience in a digital age.			
Syllabus:		Teaching Hrs per Unit	Total Teaching Hours
MODULE NO. 1: FUNDAMENTALS OF RETAIL MANAGEMENT UNIT 1: Meaning, Definition, and Scope of Retail Management. Evolution of retailing, retail formats and types. The retail environment and its challenges. UNIT 2: Retail Consumer Behaviour: Influencing factors, decision- making process. Retail Market Segmentation, Targeting, and Positioning. Store Location and Site Selection decisions. UNIT 3: Retail Store Operations: Layout, design, visual merchandising. Customer Service excellence in retail. Retail supply chain and logistics management.		02+07+07	16


Chairman
 Board of Studies
 Institute of Management Studies
 Davangere University
 shivagangothri, DAVANGERE-577007

MODULE NO. 2: E-COMMERCE AND DIGITAL RETAILING 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. UNIT 2: Building an E-Commerce presence: Website design and development, user experience (UX), and mobile commerce. Online payment gateways and security. UNIT 3: Digital Marketing for E-Commerce: Search Engine Optimization (SEO), Search Engine Marketing (SEM), social media marketing, email marketing, affiliate marketing.	02+07+07	16
MODULE NO. 3: OMNICHANNEL RETAILING AND STRATEGIC DECISIONS UNIT 1: Understanding Omni channel Retailing: Concept, importance, and challenges of integrating online and offline channels. Seamless customer journey across touch points. UNIT 2: Retail Merchandising: Category management, assortment planning, private labels. Pricing strategies in retail and e-commerce. Inventory management for Omni channel. UNIT 3: Retail Promotion Strategies: Advertising, sales promotion, public relations, personal selling for both physical and online stores. Customer Relationship Management (CRM) in retail.	02+07+07	16
MODULE NO. 4: RETAIL TECHNOLOGY, ANALYTICS & FUTURE TRENDS UNIT 1: Role of Technology in Retail: POS systems, RFID, AI, IoT, AR/VR in enhancing retail operations and customer experience. Supply chain technologies. UNIT 2: Retail Analytics: Collecting and analysing retail data (sales data, customer data, and website analytics). Using insights for personalization, forecasting, and performance optimization. UNIT 3: Emerging Trends in Retail and E-Commerce: Sustainable retailing, experiential retail, social commerce, voice commerce. Global retail trends and challenges.	02+07+07	16
Skill Developments Activities: • 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.		

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.



Chairman
Board of Studies
Institute of Management Studies
Davangere University
Shivagangothri, DAVANGERE-577007

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 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: • 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
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.		16
MODULE NO. 2: Analysis of Training Needs. UNIT 1 : Organizational support for TNA – Organizational Analysis – the Triggers for Training. UNIT 2: Methods & Techniques of TNA- Methods & Techniques of TNA – Methods through which Training Needs are identified. UNIT 3: Why Conduct a Training Needs Analysis –		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.		16

MODULE NO. 4: Training Evaluation and Measurement. UNIT 1: Process of evaluation, Outcomes used in the evaluation of a training program, Determining ROI of Training. UNIT 2: Special Issues in Training & Development: Training in various sectors including Banking, BPO, IT. UNIT 3: Training Issues resulting from External & Internal Environment, succession planning.	02+10+04	16
Skill Developments Activities: • Activity based learning. • Quiz competition. • Analysing Training reports of few selected companies.		
References: Naik, G. Pandu. Training and Development. Excel Books. Goldstein, Irwin L., & Ford, J. Kevin. Training in Organizations. Wadsworth Thomson Learning. Buckley, Roger & Caple, Jim. The Theory and Practice of Training. Kogan Page. Rao, P.L. Enriching Human Capital through Training and Development. Excel Books. Lussier, R.N., & Achua, C.F. Effective Leadership. Thomson South-Western. Noe, Raymond A. Employee Training and Development. McGraw-Hill. Note: Latest edition of textbooks and reference Books may be used		



Chairman
Board of Studies
Institute of Management Studies
Davangere University
Shivangangothri, DAVANGERE-577007

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:			
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):			
• 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

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.	02+06+06	16
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.	02+06+06	16
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.	02+06+06	16



Chairman
Board of Studies
Institute of Management Studies
Davangere University
Shivagangothri, DAVANGERE-577007

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.

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


Chairman
Board of Studies
Institute of Management Studies
Davangere University
Shivangangothri, DAVANGERE-577007

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 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 • 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


Chairman
Board of Studies
Institute of Management Studies
Davangere University
Shivangothri, DAVANGERE-577007

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.	02+07 04	16
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.	06+06+04	16


Chairman
Board of Studies
Institute of Management Studies
Davangere University
Shivangothri, DAVANGERE-577007

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.	06+06+04	16
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.		
Note: Latest edition of textbooks and reference Books may be used		

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:			
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			
• 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

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	06+07+03	16
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.	06+06+04	16
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	06+06+04	16
(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.		

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 2.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.



Chairman
Board of Studies
Institute of Management Studies
Davangere University
Shivangothri, DAVANGERE-577007

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.		
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.		
Course Outcomes: Upon successful completion of this course student will be able to: • 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
MODULE 1: Fundamentals of Data Visualization 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. 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. UNIT 3: Task Abstraction in Visualization: Analyze, Produce, Search, Query – and its relevance to business problem-solving. Validation in visualization: four levels of validation,	06+06+04	16

approaches, and examples. The role of well-crafted visuals in effective business storytelling.		
MODULE 2: Structured Data Visualization 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. 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.	06+06+04	16
MODULE 3: Text Data Visualization 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. UNIT 2: Visualization System and Advanced Techniques: Overview and classification of visualization systems. Interaction and visualization techniques, including misleading visualizations and ethical considerations. 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.	06+06+04	16
MODULE 4: Applications, Trends, and Future Directions in Data Visualization 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	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=lGhZisgc6DI>
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: 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: • 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		


Chairman
Board of Studies
Institute of Management Studies
Davangere University
Shivangothri, DAVANGERE-577007

Analysis (EDA): definition, importance, and key steps in the data science workflow. 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. 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.	06+06+04	16
MODULE-2: Statistical Learning and Model Selection: 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. 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. 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	06+04+06	16



Chairman
Board of Studies
Institute of Management Studies
Davangere University
Shivangothri, DAVANGERE-577007

information. Practical examples with real datasets; case study on model selection and evaluation for predicting customer churn.		
MODULE-3 - Linear Regression, Variable Selection, and Tree-Based Methods 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. 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. 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.	06+04+06	16


Chairman
 Board of Studies
 Institute of Management Studies
 Davangere University
 Shivangothri, DAVANGERE-577007

MODULE – 4: Principal Component Analysis and classification 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. 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 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.	06+04+06	16
Skill Development Activities: • 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.		
REFERENCE BOOKS: 1. "An Introduction to Statistical Learning" by Gareth James, Daniela Witten, Trevor Hastie, and Robert Tibshirani, Publisher: Springer Nature; 2023rd edition (1 July 2023)		



Chairman
Board of Studies
Institute of Management Studies
Davangere University
Shivagangothri, DAVANGERE-577007

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%2fhuadvdasci.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


Chairman
Board of Studies
Institute of Management Studies
Davangere University
Sivvagangothri, DAVANGERE-577007

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


Chairman
Board of Studies
Institute of Management Studies
Davangere University
Shivagangothri, DAVANGERE-577007

NAME OF THE PROGRAM: MASTERS OF BUSINESS ADMINISTRATION
COURSE CODE: CPT:4.1

NAME OF THE COURSE: SUSTAINABLE DEVELOPMENT FOR BUSINESS
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 1. To understand the principles and importance of sustainable development in business. 2. To explore strategies for integrating sustainability into business operations. 3. To analyse the environmental, social, and economic impacts of business decisions. 4. To promote responsible business practices for long-term sustainability.		
Course Specific Outcomes: On successful completion Student will demonstrate • Understanding of sustainability concepts and frameworks • Knowledge of SDGs and sustainability reporting standards • Familiarity with sustainability-related tools and techniques • Understanding of business environment and sustainability interlinkages		
Syllabus	Teaching Hrs per Unit	Total Teaching Hrs
MODULE NO. 1: Overview of Sustainability Unit 1: Fundamentals of Sustainability Meaning, definition, and scope of sustainability. Evolution of the sustainability concept – from conservation to sustainable development. Three pillars of sustainability: Environmental, Social, and Economic dimensions. Unit 2: Sustainability in Practice Environmental sustainability: Natural resource management, renewable energy, waste reduction, and circular economy. Social sustainability: Equity, community well-being, diversity and inclusion, human rights, and labor practices. Economic sustainability: Responsible production and consumption, sustainable business models, green finance. Tools and frameworks: Life Cycle Assessment (LCA), Carbon footprint, ESG (Environmental, Social, Governance) reporting. Unit 3: Contemporary Challenges & Future of Sustainability. Global environmental issues: Climate change, biodiversity loss, pollution, and water scarcity.	02+07+07	16

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: • 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: 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.		


Chairman
 Board of Studies
 Institute of Management Studies
 Davangere University
 Saivagangothri, DAVANGERE-577007

**NAME OF THE PROGRAM: MASTER OF BUSINESS
ADMINISTRATION COURSE CODE: AEP: 4.2
NAME OF THE COURSE: STRATEGIC MANAGEMENT AND LEADERSHIP
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: 1. To provide a comprehensive understanding of strategic management concepts, processes, and frameworks, including vision, mission, goals, and environmental analysis for effective decision-making. 2. To develop the ability to formulate and evaluate business, corporate, and global strategies, using tools such as SWOT, Porter’s Five Forces, BCG Matrix, and other strategic models. 3. To equip students with the skills required for successful strategy implementation, emphasizing organizational structure, change management, digital business models, and strategies for SMEs and non-profit organizations. 4. To enhance leadership and critical thinking capabilities in strategic contexts, focusing on leadership theories, emotional intelligence, strategic control, and innovative approaches like Blue Ocean Strategy for sustainable growth.			
Course Outcomes: On successful completion Student will demonstrate • Understand and apply strategic management concepts and tools. • Formulate and implement effective business and corporate strategies. • Demonstrate leadership skills in diverse and dynamic environments. • Critically analyse strategic issues and propose innovative solutions.			
Syllabus:		Teaching Hrs per Unit	Total Teaching Hrs
MODULE NO. 1: STRATEGIC MANAGEMENT UNIT 1: Meaning, Definition and scope of strategic management. UNIT 2: Strategic Management Process –Vision & Mission – Characteristics of good mission statements - Objectives and Goals. UNIT 3: External environment analysis: PESTEL framework Industry analysis: Porter's Five Forces, Internal analysis: SWOT analysis and value chain analysis. Strategic decision-making models.		02+07+07	16
MODULE NO. 2: STRATEGIC FORMULATION UNIT 1: Types of Strategies Levels of Strategy – Business level strategies – Generic Strategies - Cost leadership – Differentiation – Focus. UNIT 2: Corporate level strategies- Stability strategies- Expansion strategies – Intensification- Integration, Diversification strategies – Mergers-Acquisitions. UNIT 3: Strategic Alliances- Turnaround- Divestment and Liquidation Strategies – Strategies for Stable and Dynamic markets – Global strategies – Functional Strategies.		02+07+07	16


Chairman
Board of Studies
Institute of Management Studies
Davangere University
–Muvagangothri, DAVANGERE-577007

MODULE NO. 3: STRATEGIC IMPLEMENTATION & RECENT DEVELOPMENT 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. 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.	02+07+07	16
MODULE NO. 4: LEADERSHIP IN STRATEGIC MANAGEMENT UNIT 1: Overview of leadership theories (trait, behavioural, contingency) Transformational vs. transactional leadership Emotional intelligence and leadership. UNIT 2: Strategy- Structure and Organization Culture – Strategies for Managing Change – Portfolio Analysis – BCG Matrix- GEC Model- Product-Market Evolution Matrix- TOWS Matrix- etc. UNIT 3: Review & Strategic Control - Evaluation Strategy – Use of Balanced Score Card - Controls – Premise- Surveillance- Implementation and Strategic Alert Control.	02+07+07	16
Skill Developments Activities: - 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.		
References: - Strategic Management: A South Asian Perspective" by P. Subba Rao. - Strategic Management" by Azhar Kazmi and Adela Kazmi. - Strategic Management: Indian Context" by R. Srinivasan. - Leadership and Change Management" by D.K. Bhattacharyya. - Leadership and Team Building" by Uday Kumar Haldar. - Fred R. David & Forest R. David – Strategic Management: A Competitive Advantage Approach, Concepts and Cases, Pearson Education. - Thompson, Strickland & Gamble – Crafting and Executing Strategy: The Quest for Competitive Advantage, McGraw Hill Education. Note: Latest edition of text books may be used.		

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.		
Course Objective: 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.		
Course Specific Outcomes (CSO): • 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
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.	06+06+04	16
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.	06+06+04	16


Chairman
Board of Studies
Institute of Management Studies
Davangere University
Shivagangothri, DAVANGERE-57701

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.	06+06+04	16
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.	06+06+04	16
Skill Development Activities: - 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.		
References: - Mergers-Restucturing and Coporale Contol- Fred Weston- K wang S Chung-Susan E Hag- 4le- Pearson Education. - Corporate Finance-Theory And Practice –Aswath Damodaran -John Wiley & Sons. - Takeovers-Restructuring and Corporate Governance- Weston-Michel And Mulherin- 4le- Pearson Education- 2003. - Mergers, acquisitions and corporate restructuring, Nishikant Jha, Himalaya Publishing House, 2011. - Business Legislation for Management, M.C. Kuchhal and VivekKuchhal, 4e, Vikas Publishing House, 2013. - Ross, S.A., Westerfield, R.W., Jaffe, J., & Jordan, B.D. (2022). Corporate Finance. 13th Edition. McGraw-Hill Education. - Weston, J.F., Mitchell, M.L., & Mulherin, J.H. (2019). Takeovers, Restructuring, and Corporate Governance. 5th Edition. Pearson. Note: Latest edition of textbooks and reference Books may be used		

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION
COURSE CODE: DEP: F5: 4.4
NAME OF THE COURSE: INTERNATIONAL FINANCIAL 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 Objectives:			
1. To develop an understanding of international financial systems, markets, and instruments influencing global business operations. 2. To provide insights into foreign exchange markets, currency risk management, and exchange rate determination. 3. To equip students with analytical tools for evaluating international investment, financing, and capital budgeting decisions. 4. To enable understanding of international monetary frameworks, balance of payments, and global financial regulations.			
Course Outcomes: On successful completion Student will demonstrate			
• Understand the functioning of international financial systems and global capital markets. • Analyze foreign exchange rate mechanisms and manage exposure to currency risks. • Evaluate international investment decisions through capital budgeting techniques. • Apply concepts of international financing, working capital management, and transfer pricing in global contexts.			
Syllabus:		Teaching Hrs per Unit	Total Teaching Hrs
MODULE NO. 1: INTRODUCTION TO INTERNATIONAL FINANCIAL MANAGEMENT		02+07+07	16
UNIT 1: Concept and Importance of International Financial Management. Differences between Domestic and International Finance. Objectives and Scope of IFM.			
UNIT 2: International Monetary System – Evolution, Bretton Woods system, Fixed vs. Floating Exchange Rate systems.			
UNIT 3: Balance of Payments (Bop) – Structure, Components, Importance of Bop, difference between balance of trade and balance of payment.			


Chairman
Board of Studies
Institute of Management Studies
Davangere University
Shivangothri, DAVANGERE-577007

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

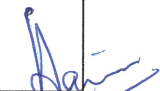
1. Shapiro, A. C. (Latest edition). Multinational Financial Management. Wiley.
2. Madura, J. (Latest edition). International Financial Management. Cengage Learning.
3. Apte, P. G. (Latest edition). International Financial Management. Tata McGraw Hill.
4. Levi, M. D. (Latest edition). International Finance. 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.


Chairman
Board of Studies
Institute of Management Studies
Davangere University
Shivangothri, DAVANGERE-577007

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: 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): • 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
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
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


Chairman
Board of Studies
Institute of Management Studies
Davangere University
Shivagangothri, DAVANGERE-577007

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

**NAME OF THE PROGRAM: MASTER OF BUSINESS
ADMINISTRATION COURSE CODE: DEP: MM4: 4.3
NAME OF THE COURSE: INTERNATIONAL 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: 1. To provide students with a strong conceptual foundation of international marketing and trade theories, enabling them to understand the dynamics of global business environments and their managerial implications. 2. To develop analytical skills to evaluate international trade policies, economic environments, and India's international policy framework, with a focus on their impact on business strategy and national economic growth. 3. To equip students with practical knowledge of international marketing practices, including market research, product and pricing strategies, branding, promotion, and export-import procedures. 4. To foster critical thinking and application-oriented learning through case studies, research projects, and group activities, preparing students to design and implement effective strategies in global markets.			
Course Specific Outcomes: On successful completion Student will demonstrate • Understand the importance of marketing in international markets. • International trade theories to analyse global trade patterns, policies, and their economic implications. • Analyse India's international policy and its impact on economic growth. • Impact of global and regional influences on products and services for consumers and businesses.			
Syllabus:		Teaching Hrs per Unit	Total Teaching Hrs
MODULE NO. 1: INTERNATIONAL MARKETING UNIT 1: Meaning, Definition and scope of international marketing, Differences between domestic and international marketing & Importance of international marketing in a globalized economy. UNIT 2: Economic, political, and legal environments in international markets, Cultural and social factors affecting global marketing. Technological advancements and their impact on international marketing. UNIT 3: Importance of market research in global marketing, Methods and techniques for international market research, Analysing and interpreting market data for decision-making.		02+07+07	16
MODULE NO. 2: INTERNATIONAL TRADE THEORIES UNIT 1: International Trade Theories- Absolute cost-comparative Cost- H-O Theorem- New Trade Theories- Porter's Diamond Theory. UNIT 2: Managerial Implications Global Marketing environment – Modes of entry in to foreign business. UNIT 3: India's Export – Import policy – procedure and Documentation - INCO terms - balance of trade and payments.		02+07+07	16

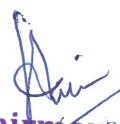

Chairman
 Board of Studies
 Institute of Management Studies
 Davangere University
 Shivagangothri, DAVANGERE-577007

MODULE NO. 3: INDIA'S INTERNATIONAL POLICY AND IMPACT ON ECONOMY. UNIT 1: Government measures and export incentives, Exim policy, ECGC services. UNIT 2: Role of Indian banks & F.I's, Services export from India, sourcing newly emerging democracies. 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)	02+07+07	16
MODULE NO. 4: INTERNATIONAL PRODUCT AND PRICING DECISION. UNIT 1: International Product Policy and Planning – Need for product planning- Product adaptation- Product Standardization- Cross country segmentation- Product life cycle in International Marketing. UNIT 2: International Packaging- International Market selection – International Marketing Research – International Marketing Planning and control. UNIT 3: Pricing decisions: Global Pricing Framework and Promotion decisions- International pricing decisions, International promotional decisions-Evaluation of international Marketing performance.	02+07+07	16
Skill Developments Activities: • 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.		
References: 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. Note: Latest edition of text books may be used.		


Chairman
Board of Studies
Institute of Management Studies
Davangere University
Shivagangothri, DAVANGERE-577007

NAME OF THE PROGRAM: MASTER OF BUSINESS
ADMINISTRATION COURSE CODE: DEP: MM5: 4.4
NAME OF THE COURSE: INDUSTRIAL AND SERVICES MARKETING(DEP)
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: Classrooms lecture, tutorials, Group discussion, Seminar, and Case studies.			
Course Objectives			
1. To understand the concepts, scope, and importance of industrial and services marketing. 2. To analyse buyer behaviour and decision-making in industrial and service markets. 3. To learn strategies for effective marketing, pricing, promotion, and distribution of services. 4. To develop skills in planning, managing, and applying technology for industrial and service marketing.			
Course Specific Outcomes: On successful completion Student will demonstrate			
The subject aims to acquaint the students to understand the various concepts of Industrial Marketing and understand the buying process and marketing channels for industrial goods. To acquaint the students with the characteristics of services and their marketing Implications. Students will be able to explain the concepts and scope of industrial and services marketing. Students will analyze buyer behavior and make informed marketing decisions in industrial markets.			
Syllabus:		Teaching Hrs per Unit	Total Teaching Hrs
MODULE NO. 1: Introduction To Industrial Marketing UNIT 1: Nature of industrial marketing, Industrial products and markets, Industrial marketing environment. UNIT 2: Industrial buying and buying behaviour. Factors affecting industrial buying decisions, Buygrid model. UNIT 3: Industrial market segmentation, Targeting and Positioning.		06+06+0 4	16
MODULE NO. 2: Industrial Product Marketing Mix Strategies UNIT 1: Industrial product decisions, Product life cycle and new product development. UNIT 2: Industrial Pricing. Factors affecting pricing, Pricing methods. UNIT 3: Industrial promotion and Channel decisions. Developing the industrial sales force, managing advertising, sales promotion, personal selling and publicity. Industrial marketing channels, Logistics and customer service		05+05+0 6	16


Chairman
 Board of Studies
 Institute of Management Studies
 Davangere University
 Shivangothri, DAVANGERE-577007

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,	06+06+0 4	16
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	06+05+0 5	16
Skill Development Activities: • 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. References: 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. 4. Industrial Marketing Research, John-Wiley & 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 Note: Latest edition of text books may be used.		

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 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 • 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


Chairman
 Board of Studies
 Institute of Management Studies
 Davangere University
 Shivangothri, DAVANGERE-577007

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.	03+07+06	16
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.	04+06+06	16
Skill Developments Activities: • 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.		
References: 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. Note: Latest edition of text books may be used.		

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			



Chairman
Board of Studies
Institute of Management Studies
Davangere University
Shivagangothri, DAVANGERE-577007

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	02+06+06	16
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.	02+06+06	16
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.	02+06+06	16
Skill Development Activities: ● 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. Simulating international HR scenarios, including expatriate management and global workforce planning. References: 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. Note: Latest edition of textbooks and reference Books may be used		

**NAME OF THE PROGRAM: MASTER OF BUSINESS
ADMINISTRATION COURSE CODE: DEP: HRM5: 4.4
NAME OF THE COURSE: HUMAN RESOURCE ANALYTICS**
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: 1. Develop Analytical Competence – To equip students with the knowledge and skills to apply statistical, quantitative, and data-driven techniques for analysing human resource functions and workforce trends. 2. Enhance Decision-Making – To enable learners to interpret HR data effectively and provide evidence- based insights that support strategic decision-making in recruitment, performance management, employee engagement, and retention. 3. Integrate Technology and Tools – To familiarize students with modern HR analytics tools, software, and technologies that facilitate data collection, visualization, and predictive modelling in human resource management. 4. Promote Strategic HR Value – To cultivate the ability to link HR analytics with organizational goals, demonstrating how data-driven HR practices contribute to overall business performance and competitive advantage.			
Course Outcomes: On successful completion Student will demonstrate • Demonstrate an understanding of the importance of data and analytics in modern Human Resource Management. • To apply various analytical techniques and tools to solve real-world HR challenges. • To analyse HR data to identify trends, predict outcomes, and inform strategic decision-making. • Understand the ethical considerations and data privacy issues associated with HR analytics.			
Syllabus:		Teaching Hrs per Unit	Total Teaching Hrs
MODULE NO. 1: INTRODUCTION TO HR ANALYTICS UNIT 1: Meaning, Definition, and Scope of Human Resource Analytics. Evolution of HR analytics and its strategic importance in modern organizations. Differences between traditional HR reporting and HR analytics. UNIT 2: Key HR metrics and KPIs. Data sources for HR analytics (HRIS, payroll, surveys, and external data). Understanding different types of HR data (qualitative vs. quantitative, structured vs. unstructured). UNIT 3: The HR Analytics framework: descriptive, diagnostic, predictive, and prescriptive analytics. Role of HR analytics in talent acquisition, retention, performance management, and compensation.		02+07+07	16
MODULE NO. 2: HR DATA MANAGEMENT AND VISUALIZATION UNIT 1: Data collection methods for HR analytics. Data cleaning, validation, and preparation for analysis. Data quality and integrity in HR. UNIT 2: Introduction to common HR analytics tools and software (e.g., Excel, HRIS analytics modules, basic introduction to BI tools). Data visualization principles and best practices for HR. UNIT 3: Creating effective dashboards and reports for HR insights. Interpreting visualizations to identify trends and patterns in HR data.		02+07+07	16

MODULE NO. 3: ANALYTICAL TECHNIQUES IN HR UNIT 1: Descriptive statistics for HR data (mean, median, mode, standard deviation, frequency distributions). Basic inferential statistics: correlation and regression analysis in HR context. UNIT 2: Predictive modelling in HR: forecasting turnover, recruitment needs, and performance. Introduction to machine learning concepts for HR (e.g., classification, clustering) 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.	02+07+07	16
MODULE NO. 4: STRATEGIC HR ANALYTICS AND ETHICAL CONSIDERATIONS UNIT 1: Linking HR analytics to business strategy and organizational outcomes. Return on Investment (ROI) of HR programs. Presenting HR analytics insights to stakeholders. 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). UNIT 3: Building an HR analytics capability within an organization. Future trends in HR analytics (e.g., AI in HR, people analytics maturity models).	02+07+07	16
Skill Developments Activities: - 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.		
References: - Fitz-enz, J., & Mattox, J. (Latest edition). Predictive Analytics for Human Resources. Wiley. - Pease, G., Byerly, G., & Han, J. (Latest edition). Human Capital Analytics: How to Harness the Power of People Data for Strategic Advantage. Wiley. - Sesil, J. C. (Latest edition). Applying Analytics: A Practical Guide to HR Analytics. FT Press. - Cascio, W. F. & Boudreau, J. W. (Latest edition). Investing in People: Financial Impact of Human Resource Initiatives. Pearson Education. - Marler, J.H., & Boudreau, J.W. (2017). Human Resource Management Analytics: A Practical Approach. Sage Publications. - 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. - Das, P. (2019). Predictive HR Analytics: Mastering the HR Metric. Sage Publications.		
Note: Latest edition of text books may be used.		

**NAME OF THE PROGRAM: MASTER OF BUSINESS
ADMINISTRATION COURSE CODE: DEP: HRM6: 4.5
NAME OF THE COURSE: INDUSTRIAL RELATIONSHIP 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 Objectives: 1. To develop an understanding of the concepts, theories, and practices of industrial relations with emphasis on the relationship between employers, employees, and trade unions. 2. To analyse the role of industrial relations in promoting workplace harmony, conflict resolution, and effective negotiation for organizational growth and employee welfare. 3. To equip students with knowledge of labour laws, policies, and regulatory frameworks governing employment relations in both national and global contexts. 4. To enhance skills in strategic decision-making and human resource practices that foster collaboration, employee engagement, and long-term organizational sustainability.		
Course Outcomes: On successful completion Student will demonstrate • Understand foundational theories, actors, and systems in industrial relations. • Analyse the legal and institutional frameworks regulating employer–employee relations. • Apply conflict resolution, collective bargaining, and grievance-handling strategies in real-world contexts. • Evaluate modern trends and evolving dynamics in industrial relations, particularly in the Indian context.		
Syllabus:		
	Teaching Hrs per Unit	Total Teaching Hrs
MODULE NO. 1: FOUNDATIONS OF INDUSTRIAL RELATIONS UNIT 1: Concepts, scope, and importance of industrial relations; major theories (unitarism, pluralism, Marxism), and key factors such as employers, employees, trade unions, and government. UNIT 2: Historical evolution of Industrial Relations in India; the socio- economic context shaping labour–management relations. UNIT 3: Determinants of Industrial Relations: productivity linkage, technology’s role, communication systems, and cultural factors in Industrial Relations.	02+07+07	16
MODULE NO. 2: LEGAL AND INSTITUTIONAL FRAMEWORK UNIT 1: Overview of labour laws: Industrial Disputes Act, Trade Unions Act, Factories Act, and Workers’ safety and welfare legislation. UNIT 2: Institutional mechanisms: tripartite and bipartite bodies, conciliation, arbitration, adjudication. UNIT 3: Comparison of statutory v/s non-statutory dispute resolution; evolving institutional trends.	02+07+07	16

MODULE NO. 3: COLLECTIVE BARGAINING & CONFLICT RESOLUTION UNIT 1: Trade unions: their purpose, structure, multiplicity, and role in productivity; union legislation. UNIT 2: Collective bargaining processes and strategies; grievance redressal and discipline management. UNIT 3: Conflict resolution methods: negotiation, mediation, arbitration; consultative mechanisms including worker participation.	02+07+07	16
MODULE NO. 4: CONTEMPORARY TRENDS & FUTURE OF INDUSTRIAL RELATIONS UNIT 1: Industrial Relations and organizational productivity; emerging trends: IR changes, the impact of technology, communication systems, and culture. UNIT 2: Employee counselling, systems for participation (worker development, bipartite/tripartite consultative bodies) UNIT 3: Future challenges and trends in industrial relations: evolving IR landscape in India; state/district dynamics.	02+07+07	16
Skill Developments Activities: • 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.		
References: 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. Note: Latest edition of text books may be used.		


Chairman
Board of Studies
Institute of Management Studies
Davangere University
Shivangothri, DAVANGERE-577007

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: 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: 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		

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. 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. 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	06+04+0 6	16
MODULE 2: Social Media Policies & Ethical Considerations 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. 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.	06+04+0 6	16
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.		

MODULE 3: SEO & User Engagement 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). 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. 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).	06+04+06	16
Module – 4: Privacy and Security in Social Networks 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,		


Chairman
 Board of Studies
 Institute of Management Studies
 Davangere University
 Shivangothri, DAVANGERE-577007

Anonymization Techniques – Methods for protecting user identity and data privacy. 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. 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	06+04+0 6	16
Skill Development Activities - 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		
REFERENCE BOOKS: 1. K. M. Shrivastava, Social Media in Business and Governance, Sterling Publishers Private Limited, 2013 2. Christian Fuchs, Social Media a critical introduction, SAGE Publications Ltd, 2014 3. Bittu Kumar, Social Networking, V & S Publishers, 2013 4. Avinash Kaushik, Web Analytics - An Hour a Day, Wiley Publishing, 2007 5. ric T. Peterson, Web Analytics Demystified, Celilo Group Media and Café Press, 2004 6. TakeshiMoriguchi, Web Analytics Consultant Official Textbook, 7th Edition, 2016 7. 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 9. Social Media Metrics: How to Measure and Optimize Your Marketing Investment, Jim Sterne 10. Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization (Que Biz-Tech), Oliver Blanchard Web links and Video Lectures (e-Resources):		

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: 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 • 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		


Chairman
Board of Studies
Institute of Management Studies
Davangere University
Shivangothri, DAVANGERE-577007

efficiency, as well as challenges such as data silos, quality issues, and organizational resistance. 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. 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.	06+06+04	16
MODULE 2: Financial Analytics 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. 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		16

the influence of regulatory compliance and reporting standards on financial analytics practices. 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.	06+06+04	
MODULE 3: Marketing Analytics 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. 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. 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,	06+06+04	16

including responsible handling of customer data, compliance with privacy regulations, and the mitigation of algorithmic bias in targeting and personalization.		
MODULE 4: HR Analytics 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. 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 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.	06+06+04	16
Skill Development Activities - 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.		


Chairman
 Board of Studies
 Institute of Management Studies
 Davangere University
 Shivagangothri, DAVANGERE-577007

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>



Chairman
Board of Studies
Institute of Management Studies
Davangere University
Shivangangothri, DAVANGERE-577007

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:			
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:			
• 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,			


Chairman
Board of Studies
Institute of Management Studies
Davangere University
Shivagangothri, DAVANGERE-577007

Architecture for Database System, Database administrator and users, DDL, DML, DCL. UNIT 2 – The relational data model & algebra-Variety keys, Basics of the Relational Model, Relational Operations-Extended & Additional Operators of Relational Algebra-Constraints on Relations. 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.	04+06+06	16
MODULE-2 - Database design 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. UNIT 2 – Data storage and querying: Basic SQL query structure, set operations, nested sub queries, aggregation, database modification, join expressions, 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.	06+04+06	16
MODULE – 3 - Transaction processing UNIT 1 – Transactions, ACID Property, transaction atomicity and durability, Schedules & Types, Conflict-Serializability, View-Serializability, Testing of Serializability. 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.	06+04+06	16

UNIT 3 – Recovery: Failures and their classification, basics of storage structure, logbased recovery-deferred and immediate modification schemes, Checkpoints.		
MODULE – 4 - Query Processing and Security: 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. UNIT 2 - Database Applications: Applications of DBMS in Bank System, E- commerce, Healthcare, Inventory, Education. Data Warehousing and Big Data Applications. 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	06+04+06	16
Skill Development Activities: • 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.		
REFERENCE BOOKS: 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		