



Visvesvaraya Technological University, Belagavi

(State University of Government of Karnataka Established as per the VTU Act, 1994)

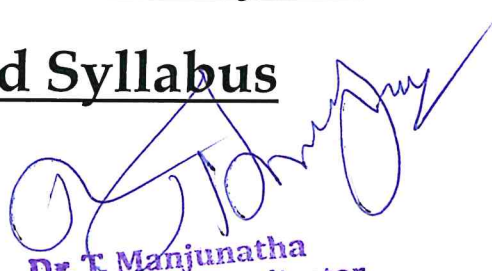
VTU Centre for Online Education (VTU-COE)

VTU Centre for Online Education (VTU-COE)



MBA in Business Analytics

Scheme and Syllabus


Dr. T. Manjunatha
Professor and Co-Ordinator
Department of MBA
University B.D.T. College of Engineering
DAVANGERE - 577 004.



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PROGRAM OUTCOMES (POs)

MBA in Business Analytics Graduate will be able

- To foster analytical abilities decision-making.
- To understand, analyse and communicate a business's goals.
- To lead themselves and team in achieving organisational goals
- To achieve professional excellence and enhance employability.
- Students are given sufficient theoretical knowledge and are enabled to apply them to solve practical problems in business and other organizations/institutions of importance
- Students are provided effective communication skills with a high degree of lateral and critical thinking that enhances learn ability, developed for being continuously employable.
- Students are instilled with leadership qualities, ethically sound, enabled with decision making skills that reflect a high degree of social consciousness
- Students are trained for sustained research orientation to comprehend a growingly complex, economic, legal and ethical environment
- Students are equipped with self sustaining entrepreneurship qualities that encourages calculated risk taking.

PROGRAM SPECIFIC OUTCOMES (PSOs):

MBA in Business Analytics Graduate will be able

- PSO1) Comprehend the contemporary features and characteristics of Business Administration.
- PSO2) Analyse and interpret the dynamic situations for making Business Management strategies and decisions at the national and global level.
- PSO3) Handle responsibility with the ethical values for all actions undertaken by them.
- PSO4) Adapt and focus on achieving the organisational goal and objectives with complete zeal and commitment.

PROGRAM EDUCATIONAL OBJECTIVES (PEOs):

MBA in Business Analytics graduate will be able

1. To provide conceptual and practical knowledge that may be applied in actual business circumstances.
2. Pursue lifelong education to reach your goals and be a responsible citizen who contributes to your country's progress.
3. To enhance critical thinking and decision-making skills.
4. In order to foster a sense of unity within a group and improve communication abilities, it is important to focus on team building.

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Centre for Distance and Online Education (VTU-CDOE)

Semester - I

Sl. No	Code	Course Name	Credits
1	OMBB101	Management and Organizational Behaviour	4
2	OMBB102	Quantitative Techniques	4
3	OMBB103	Accounting for Managers	4
4	OMBB104	Marketing Management	4
5	OMBB105	Business Communication	4
TOTAL			20

Semester - II

Sl. No	Code	Course Name	Credits
1	OMBB201	Human Resources Management	4
2	OMBB202	Corporate Strategy	4
3	OMBB203	Financial Management	4
4	OMBB204	Business Research Methods	4
5	OMBB205	Entrepreneurship Development	4
TOTAL			20

Semester - III (Core subject and Specializations)

Subject Codes	Subject Names	Credit
OMBB301	Employability & Professional Skills	4
OMBB302	Introduction to Python for Analytics	4
OMBB303	Data Visualization for Managers	4
OMBB304	Business Analytics & Intelligence	4
OMBB305	Marketing, Web and Social Media Analytics	4
OMBB306	Universal Human Values	Audit Course
Total Credits		20



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Semester – IV (Core subject and Specializations)

Subject Codes	Subject Names	Credit
OMBB401	International Business	4
OMBB402	Financial Analytics	4
OMBB403	Big Data Analytics	4
OMBB404	Project Work	8
Total Credits		20



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Management and Organizational Behaviour			
Course Code	OMBB101	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
Course Objectives <ul style="list-style-type: none"> To understand theories and models of Management and Organizational Behaviour To classify and differentiate various models of problem solving To compile a framework for addressing and resolving the problems at workplace To acquaint the required industry relevant skill sets 			
Module-1			8 hours
Management – Introduction, Meaning, Nature, Objectives, Importance, Differences between Administration and Management, Levels of Management, Types of Managers, Managerial roles, and Evolution of Management Thought.			
Module -2			8 hours
Planning: Importance, Process, Benefits of Planning, Types of Plans, Planning tools and techniques. Organising: Meaning, Types of Organisation structures, Directions in organisation structures. Leading: Meaning, Nature, Traits and Behaviour, Approaches to Leadership. Controlling: Meaning, Importance, Steps in control process, Types of control.			
Module -3			6 hours
Organizational Behaviour: Introduction, Meaning, History of Organizational Behaviour, Organizational effectiveness, Organizational learning process, Need for studying Organizational Behaviour.			
Module -4			10 hours
Perception: Meaning, Process, Factors influencing perception, Perception and decision-making, Attitude and Behaviour, Work related stress and its management, Signs and Symptoms of stress, Causes and managing stress. Motivation: Meaning, Process, Types and Maslow's Hierarchy of Needs.			

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Module-5	8 Hours
<p>Power and Politics: Meaning, Sources of power, consequences of power, Managing organizational politics.</p> <p>Culture: Meaning, Elements of Organizational culture, Characteristics, Types, Creating Organizational culture.</p> <p>Organizational Change: Meaning, Characteristics, Forces responsible for change, Resistance to change, and Managing resistance to change.</p>	
<p>Semester End Examination: 100 percent theory: 0 percent problems</p>	
<p>Suggested Learning Resources:</p> <p>Books</p> <ol style="list-style-type: none">1. Essentials of Management, Koontz, McGraw Hill, 8/e, 20142. Management, John R. Schermerhorn, Jr., 8/e, Wiley India, 2010.3. Organisational Behaviour, Fred Luthans, 12/e, McGraw Hill International, 20114. Organisational Behaviour, Steven L. McShane & Mary Ann Von Glinow, 6/e, McGraw Hill Education, 20155. Principles and Practices of Management and Organisational Behaviour, Chandrani Singh and Aditi Khatri, Sage Publications, 2016	
<p>Web links and Video Lectures (e-Resources):</p> <ul style="list-style-type: none">• https://onlinecourses.nptel.ac.in/noc22_mg104/preview• https://onlinecourses.nptel.ac.in/noc22_mg78/preview• https://learninglink.oup.com/access/king-lawley3e-student-resources#tag_all-chapters• https://openstax.org/details/books/organizational-behavior• https://www.classcentral.com/course/introduction-organisational-behaviour-11892 <p>Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.</p>	

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Course outcome

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

Sl.No.	Description	Blooms Level
CO1	Gain and apply the knowledge of management and OB theories to solve problems.	L1
CO2	Acquire conceptual knowledge of management, its various functions and theories in OB.	L3
CO3	Comprehend and apply management and behavioural models to relate attitude, perception, power and politics.	L2
CO4	Analyse the changing trends and patterns in Management and OB models.	L4

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2


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Quantitative Techniques			
Course Code	OMBB102	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
Course Learning objectives: <ol style="list-style-type: none"> 1. To make the students learn about the applications of statistical & quantitative tools and Techniques in decision making. 2. To emphasize the need for statistics and decision models in solving business problems. 3. To enhance the knowledge on descriptive and inferential statistics. 4. To develop analytical skills in students in order to comprehend and practice data analysis at different levels. 			
Module-1 Introduction to Statistics			8 Hours
Introduction to Statistics: Meaning and Definition, functions, scope and limitations, Measures of central tendency - Mean, Median, Mode. Measures of dispersion: Range - Quartile Deviation - Standard Deviation - Variance-Coefficient of Variance - Comparison of various measures of Dispersion.			
Module -2 Correlation and Regression			8 Hours
Scatter Diagram, Karl Pearson correlation, Spearman's Rank correlation (one way table only), simple and multiple regressions (problems on simple regression only).			
Module -3 Hypotheses			8 Hours
Types, characteristics, source, formulation of hypotheses, errors in hypotheses. Level of significance, Parametric tests-- t-test, z-test, and Non-Parametric Tests ANOVA-one-way(only), u-test, K-W Test (problems on all tests).			
Module-4 Introduction to Linear Programming Problem			8 Hours
Structure of linear program model, Assumption, Advantages, Limitations, Guidelines for formulation of linear programming model, Formulation of problems, graphical method. General structure of transportation problem, methods of finding initial basic feasible solution (NWCM, LCM & VAM).			
Module-5 Project Management			8 Hours
Structure of projects, phases of project management-planning, scheduling, controlling phase, work breakdown structure, project control charts, network planning, PERT & CPM, Network components & precedence relationships, critical path analysis, probability in PERT analysis, Theory of crashing (Theory Only), Theory of Constraints (Theory only).			

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Semester End Examination:

50 percent theory: 50 percent problems

Books:

1. Fundamentals of Statistics, SC Gupta, Himalaya Publications, 2012
2. Research Methodology, Ranjith Kumar, Sage Publications, 2018
3. Research Methodology, C R Kothari, ViswaPrakasam Publication, 2015
4. Operation Research: An Introduction, H A Taha, Pearson Publication, 2012
5. Operation Research, J K Sharma, McMillan Publications, 2014

Web links and Video Lectures (e-Resources):


- <https://www.youtube.com/watch?v=VDLyk6z8uCg>

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Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Understand the Quantitative techniques for its use in business decisions	L1
CO2	Comprehension of the knowledge of quantitative techniques covering statistics and operation research models for decision making	L2
CO3	Application of quantitative techniques for solving the business problems	L3
CO4	Analysing complex business problem using various ORQT tools.	L4


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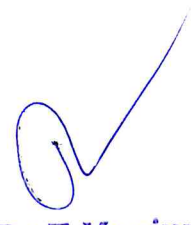
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Mapping of COs and POs

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


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Accounting for Managers			
Course Code	OMBB103	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
Course Learning objectives: <ul style="list-style-type: none">• To enable the students to understand the conceptual framework of accounting, reporting and financial statements.• To enable the students in preparation of books of accounts and accounting records leading to final accounts and interpretation there-off.• To acquaint the students with interpretation of accounting information and analyses of financial statements for decision making.			
Module-1		(8 Hours)	
Introduction to Accounting: Meaning, types of Accounting, Users of Accounting information, types of Accounting, Basics of Generally Accepted accounting Principles (GAAP), Concepts and Conventions of Accounting, IFRS, Indian Accounting Standards.. (Theory only)			
Module-2		(8 Hours)	
Accounting Cycle: Single Entry System, Double Entry System Journal, Ledgers, Trial balance (Theory and Problems).			
Module-3		(8 Hours)	
Final Accounts of companies: Preparation of final accounts of companies in vertical form as per Companies Act of 2013 (Problems of Final Accounts with adjustments), Window dressing. Case Study problem on Final Accounts of Company (Theory and Problems).			
Module-4		(8 Hours)	
Analysis of Financial Statements: Meaning and Purpose of Financial Statement Analysis, Trend Analysis, Financial Ratio Analysis, Preparation of Financial Statements using Financial Ratios, Case Study on Financial Ratio Analysis(Theory and Problems).			
Module-5		(8 Hours)	
Depreciation and Emerging Issues in Accounting: Meaning of depreciation: causes of depreciation, types of depreciation. (Problems only on straight line and WDV method). Emerging Issues in Accounting: Human Resource Accounting, Forensic Accounting, Green Accounting, Sustainability Reporting. (Theory only).			
Semester End Examination: <ul style="list-style-type: none">• 40 percent theory: 60 percent problems			


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Suggested Learning Resources:

Books

1. Financial Accounting: A Managerial Perspective, Narayanaswamy R, 5/e, PHI, 2014.
2. A Text book of Accounting For Management, Maheswari S. N, MaheswariSharad K. Maheswari, 2/e, Vikas Publishing house (P) Ltd.
3. Computerized Accounting, NeerajGoyal, RohitSachdeva, Kalyani Publishers, 1e, 2018.
4. Accounting for Management-Text & Cases, S.K.Bhattacharya& John Dearden, Vikas Publishing House Pvt. Ltd., 3e, 2018.
5. Accounting and Finance for Non-finance Managers, Jai Kumar Batra, Sage Publications, 1e, 2018.
6. Financial Accounting, Jain S. P and Narang K L, Kalyani Publishers.

Web links and Video Lectures (e-Resources):

- <https://icmai.in/upload/Students/Syllabus2016/Inter/Paper-5New.pdf>
- <https://journals.sagepub.com/home/jaf>
- https://icmai.in/upload/Students/Syllabus-2012/Study_Material_New/Inter-Paper5-Revised.pdf
- <https://books.mec.biz/tmp/books/Y3BMTIHRR2UE7LMTZG3T.pdf>
- <https://drnishikantjha.com/booksCollection/Financial%20Accounting%20-%20BMS%20.pdf>
- <https://www.pdfdrive.com/accountancy-books.html>
- https://onlinecourses.swayam2.ac.in/nou22_cm18/preview
- <https://www.coursera.org/lecture/uva-darden-financial-accounting/what-is-accounting-eXQEc>
- <https://www.youtube.com/watch?v=mq6KNVeTE3A>

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Know what and how books of accounts and financial statements are prepared. .	L1
CO2	How to interpret financial statements of companies for decision making.	L1
CO3	Independently undertake financial statement analysis and take decisions.	L4,L6

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Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	


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Marketing Management			
Course Code	OMBB104	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
Course Objectives <ul style="list-style-type: none"> To familiarize with the basic concepts, and techniques of marketing management To gain knowledge on consumer buying behaviour and influencing factors To describe major bases for segment marketing, target marketing, and market positioning. To develop a Conceptual framework, covering basic elements of the marketing mix. To analyses and solve marketing problems in the complex and fast changing business environment. 			
Module-1 Introduction to Marketing Management and marketing Environment			9 Hours
Introduction, nature, scope and importance of marketing; Marketing concepts and its evolution; Marketing mix.4P's of Marketing. Marketing environment analysis - macro and micro components and their impact on marketing decisions, Market segmentation and positioning and Targeting, Consumer Buying behaviour, Consumer decision making process.			
Module -2 Product Decision			9 Hours
Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix;; Product life cycle Stages -strategic implications; New product development and consumer adoption process. Branding; Packaging and labelling.			
Module -3 Price Decisions			7 Hours
Price Decisions - Pricing objectives - Pricing policies and constraints - Different pricing method - pricing strategies and Price adjustment strategy. Factor influencing pricing (Internal factor and External factor), Factors affecting price determination.			
Module: Promotion mix Decisions and channel of Distribution			8 Hours
Promotion Decisions: Communication Process; Promotion mix - advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion - tools and techniques. Channel Decision and Physical Distribution Decisions - Nature of Marketing Channels -. Types of Channel flows - Channel functions - Functions of Distribution Channel - Structure and Design of Marketing Channels, conflict handling strategies in channel of distribution.			

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Module-5 Emerging Trends in Marketing

7 Hours

Emerging Trends in Marketing, Marketing Planning. Concepts of B2B marketing, Service Marketing, Digital and social media Marketing, Green Marketing, Event Marketing, Marketing Audit, Sponsorship, Cause Related Marketing, Marketing for Non-Profit Organizations, Relationship marketing, Marketing Strategies for Leaders, Challengers, Followers and Startups. Social Responsibility of marketing, Neuro Marketing, Sensory Marketing, societal marketing concept, premiumization.


Semester End Examination: 100 percent theory: 0 percent problems

Suggested Learning Resources:

Books

1. Kotlar, Philip, Marketing Management, Prentice Hall, New Delhi.
2. Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
3. Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.
4. McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York
5. Marketing Management -Analysis planning and Control Prentice Hall of India, New Delhi, Ramaswamy. V S & Namakumari.
6. Marketing Management planning implementation and Control, Macmillan Business Books, New Delhi, 2002,
7. Marketing in India: Text and Cases by Neelamegham S by Vikas publication, Latest edition.

Sl. No.	Description	Blooms Level
CO1	Comprehend the concepts of Marketing Management.	L1
CO2	Gain knowledge on consumer behaviour and buying process	L3
CO3	Understand concept of Product and Brand Management, Branding and Pricing strategies	L2
CO4	Identify marketing channels and the concept of product distribution, techniques of sales promotion	L4
CO5	Identify marketing channels and the concept of product distribution, techniques of sales promotion	L4


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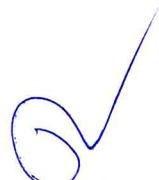
Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2	1		2				2		
CO3				3				2	
CO4		2		2					
CO 5		2			2				

Web links and Video Lectures (e-Resources):

- <https://youtu.be/5fdx5Laavkc>
- <https://youtu.be/Ule8n6GgE1g>
- <https://youtu.be/ob5KWs3I3aY?t=131>
- <https://youtu.be/U1VWUHLhmdk>
- <https://youtu.be/iWuYUhSHXHg>
- https://youtu.be/IErR_YYfP3Y
- <https://youtu.be/mL7MASrDIQ>

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Business Communication			
Course Code	OMBB105	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
Course Objectives <ul style="list-style-type: none">• To enable the students to become aware of their communication skills and sensitize them to their potential to become successful managers.• To enable learners with the mechanics of writing and also help them to draft business letters in English precisely and effectively.• To introduce the students to some of the practices in managerial communication those are in vogue.• To prepare students to develop the art of business communication with emphasis on analysing business situations.• To train Students towards drafting business proposals.			
Module-1			8 Hours
Introduction: Meaning & Definition, Role, Classification – Purpose of communication – Communication Process – Characteristics of successful communication – Importance of communication in management – Communication structure in organization – Communication in conflict resolution - Communication in crisis. Communication and negotiation - Communication in a cross-cultural setting.			
Module -2			8 Hours
Oral and Written Communication: Meaning – Principles of successful oral communication – Barriers to communication – Conversation control -Reflection and Empathy: two sides of effective oral communication.Modes of Oral Communication - Listening as a Communication Skill, Non-verbal communication. Purpose of writing – Clarity in writing -Principles of effective writing – Approaching the writing process. Systematically: The 3X3 writing process for business communication.			
Module -3			8 Hours
Business Letters and Reports: Introduction to business letters – Types of Business Letters - Writing routine and persuasive letters – Positive and Negative messages. Writing Reports: Purpose, Kinds and Objectives of reports – Organization & Preparing reports.Writing Proposals: Structure & preparation - Writing memos Media Management: The press release – Press conference – Media interviews. Group Communication: Meetings – Planning meetings – objectives –participants – timing – venue of meetings. Meeting Documentation: Notice, Agenda, and Resolution & Minutes.			

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Module - 4	8 Hours
Presentation skills: What is a presentation – Elements of presentation –Designing & Delivering Business Presentations – Advanced VisualSupport for managers. Case Methods of learning: Understanding the case method of learning. Negotiation skills: What is negotiation – Nature and need fornegotiation – Factors affecting negotiation – Stages of negotiationprocess – Negotiation strategies.	
Module-5	8 Hours
Employment communication: Introduction – Composing Application Messages - Writing CVs – Group discussions – Interview skills, Impact of Technological Advancement on Business Communication- Technology-enabled Communication- Communication networks- Intranet-Internet-E-mails-SMS- teleconferencing – videoconferencing.	
Semester End Examination: 100 percent theory: 0 percent problems	
Suggested Learning Resources: Books: <ol style="list-style-type: none">1. Business Communication: Concepts, Cases and Applications- Chaturvedi P. D, &MukeshChaturvedi, 4/e, Pearson Education, 2020.2. Communicating in Business: Ober and Newman, Cengage learning, 8th Edition, 2018.3. Business Communication: Process and Product, Mary Ellen Guffey, 3/e, Cengage Learning, 2002.4. Business and Professional Communication: Kelly M, Quintanilla, Shawn T and Wahl, SAGE South Asia Edition, 2017.5. Business Communication: Lesikar, Flatley, Rentz&Pande, 12/e, TMH, 2014.6. Communicating in Business: Williams, Krizan, Logan and Merrier, Cengage Learning, 8/e, 2017.7. Contemporary Business Communication - Scot Ober-Biztantra, 5/e, 2015.	

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- <https://www.youtube.com/watch?v=yml9dx9nUco>
- <https://www.edx.org/learn/business-communications>
- https://onlinecourses.swayam2.ac.in/imb19_mg14/preview
- <https://www.careers360.com/courses-certifications/swayam-communication-courses-brp-org>
- <https://dcomm.org/wp-content/uploads/2019/05/Business-Communication-PDFDrive.com-.pdf>
- <http://www.mim.ac.mw/books/Business%20Communication.pdf>
- https://www.researchgate.net/publication/347508593_A_Practical_Book_of_Business_Communication_A_Practical_Book_of_Business_Communication_Published_by
- <https://2012books.lardbucket.org/pdfs/communication-for-business-success-canadian-edition.pdf>
- <https://sagepub.libguides.com/c.php?g=964634&p=6968892>
- <https://nptel.ac.in/courses/110105052>

Course outcomes

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

Sl. No.	Description	Blooms Level
CO1	The students will be aware of their communication skills and know their potential to become successful managers.	L1
CO2	The students will get enabled with the mechanics of writing and can compose the business letters in English precisely and effectively.	L3
CO3	The students will be introduced to the managerial communication practices in business those are in vogue.	L2
CO4	Students will get trained in the art of drafting business proposals and business communication with emphasis on analyzing business situations.	L4

Mapping of COS and POs

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

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VTU Centre for Online Education (VTU-COE)

Human Resources Management			
Course Code	OMBB201	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
Course Objectives <ol style="list-style-type: none">1. To impart the fundamental concepts of Human Resource management and provide the significance of HRM.2. To prepare the students to apply the knowledge of HRM to solve organizational problems.3. To Enable the students analyze the organizational situation and prepare the HRM strategies for organizational development.4. To demonstrate the knowledge in analyzing the organization's real time problems.			
Module-1			8 Hours
Human Resource Management: Introduction, Meaning, Nature, Importance, Scope of HRM, Evolution of HRM Systems approach to HRM, Traditional HR Vs Strategic HRM, Functions of HRM, principals of HRM. Role of HR manager, Latest Trends in HRM			
Module -2			8 Hours
HR planning: Introduction, Importance, Process of Human Resource planning, Tools for demand forecasting, Factors affecting HRP, Job Analysis: Uses, Process of job analysis. Recruitment and Selection: Nature, Sources of recruitment, methods of recruitment, Factors affecting recruitment, Selection: Definition, Process, Induction.			
Module -3			8 Hours
Training and Development: Introduction, Training Vs Development, methods of training, methods of management development. Performance Management: Introduction, objectives and benefits of Performance management, Performance counseling. Performance appraisal: meaning, objectives, methods of appraisal, Barriers to performance.			
Module -4			8 Hours
Compensation Administration: Introduction, components of pay structure in India, Factors influencing compensation level, Compensation determination process. Incentives and benefits: Pay for performance, Incentives plan, Group incentive plans, Organization wide incentive plan, Fringe benefits, types of fringe benefits.			

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Module-5	8 Hours
<p>Employee Grievance and Discipline: Introduction, Grievance procedure, Discipline, Approaches to discipline, Misconduct or Indiscipline, Disciplinary action.</p> <p>Collective Bargaining: Concepts, Features, objectives, Bargainable issue, Types of Bargaining, the process of collective bargaining, Suggestion for effective implementation of collective Bargaining.</p>	
<p>Semester End Examination: 100 percent theory: 0 percent problems</p>	
<p>Suggested Learning Resources:</p> <p>Books:</p> <ol style="list-style-type: none">1. Human Resource Management , VSP Rao, 3/e, Excel Books, 20102. Human Resource Management, K. Aswathappa , 6/e, McGraw Hill Education, 20103. Personnel and Human Resource Management, P SubbaRao, 5/e, Himalaya Publishing House, 20154. Human Resources Management authored by T.P Renuka Murthy by HPH, 2015 edition.	
<p>Web links and Video Lectures (e-Resources):</p> <ul style="list-style-type: none">• https://www.youtube.com/watch?v=zAy6xT8Rvag• https://www.youtube.com/watch?v=w_wIMveGlrI&list=PLPjSqITyvDeXSqZlgYD2XKKLGZtjrhDtl• https://www.youtube.com/watch?v=wOCqMEVrW3Y&list=PL_a1TI5CC9RHmoV-nhwnqaoFA0b0mHURU• https://www.youtube.com/watch?v=VU_7AaOZCLI	


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Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Understand the concepts and principles of Human Resource Management and apply in preparing the strategies for the organization.	L1
CO2	Apply the appropriate techniques and methods in the process of employment, performance management and grievance handling in the organization.	L3
CO3	Analyse the various employee related issues and offer appropriate suggestions	L4
CO4	Acquire the knowledge on the essential functions of human resource management.	L2

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3		2		2	3	2		2
CO2	3		3		3	2	2		2
CO3	3		3		3	2	3	1	
CO4	3		1		1		2	3	2

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VTU Centre for Online Education (VTU-COE)

Corporate Strategy			
Course Code	OMBB202	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
Course Objectives 1. To provide insights into the concepts and theories of Strategic Management 2. To evaluate business strategies in dynamic market environment 3. To gain insights into various strategic management models 4. To apply all these to address and solve the problems in the corporate world			
Module-1			8 Hours
Overview of Strategic Management: Meaning and Origins of Strategy and Strategic Management, Stages, Strategic Management Model, Benefits, Key terms - Competitive Advantage, Vision and Mission, Long term objectives, Strategies and Strategists, Relationship between a Company's Strategy and its Business Model.			
Module -2			8 Hours
The External Assessment, PESTLE Analysis, Competitive Analysis, Industry Analysis, Porter's Five-Forces Model, and Key Success Factors.			
Module -3			6 Hours
The Internal Assessment, Key internal forces, Resource Based View (RBV), SWOC Analysis, Value Chain Analysis, Balanced Score Card, and Bench Marking.			
Module -4			10 Hours
Strategy Formulation, Porter's Five Generic Strategies, Corporate Strategies - Growth Strategies (Internal Growth, External Growth, Integration, Diversification, Mergers, Strategic Alliances), Ansoff's Matrix, Stability Strategies (No-Change, Profit and Proceed with Caution), Retrenchment Strategies (Turnaround, Divestment and Liquidation), and International Business Level Strategies.			
Module-5			8 Hours
Strategy Implementation, Nature of Strategy implementation, Annual objectives, Policies, Resource allocation, Restructuring, Reengineering, and E-engineering, Creating a Strategy-supportive culture, and Production/Operations/Human Resource concerns while implementing strategies, Ethics and Corporate Social Responsibility.			

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VTU Centre for Online Education (VTU-COE)

Semester End Examination:

100 percent theory: 0 percent problems

Suggested Learning Resources: Books

1. Strategic Management, Fred R. David, 13/e, Prentice Hall India
2. Crafting and Executing Strategy - Concepts and Cases, Arthur A. Thompson, Jr. et al., 16/e, 2016
3. Contemporary Strategy Analysis, Robert M. Grant, Wiley India, 10/e.

Web links and Video Lectures (e-Resources):

- <https://www.youtube.com/watch?v=qGU-etCqbtQ>
- https://www.youtube.com/watch?v=uY_ywciZUnM
- <https://www.youtube.com/watch?v=TzcuoTOkPKg>
- <https://www.youtube.com/watch?v=mgY864U-OH0>
- <https://www.youtube.com/watch?v=MIOLtFPYfsE>
- <https://www.youtube.com/watch?v=d2GoZDOXzzw>
- <https://www.youtube.com/watch?v=ZmRK9wc3hjI>
- <https://www.youtube.com/watch?v=tyUw0h5i9yI>
- <https://www.youtube.com/watch?v=FQLIrmmsHeo>
- <https://www.youtube.com/watch?v=EvvnnoNAUPS0>
- <https://study.com/academy/topic/strategic-management-overview.html>
- <https://www.cascade.app/blog/strategic-management-process>

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

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Sl. No.	Description	Blooms Level
CO1	Students should get clear idea about the concept of Strategic Management, its relevance, Characteristics, process nature and purpose.	L1
CO2	Students to acquire an understanding of how firms successfully institutionalize a strategy and create an organizational structure for domestic and overseas operations and gain competitive advantage.	L3
CO3	To give the students an insight on strategy at different levels of an organization to gain competitive advantage.	L2
CO4	To help students understand the strategic drive in multinational firms and their decisions in different markets.	L4

Course outcome:

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

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3

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VTU Centre for Online Education (VTU-COE)

Financial Management			
Course Code	OMBB203	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
Course Objectives: <ol style="list-style-type: none">1. To familiarize the students with basic concepts of financial management and financial system.2. To understand concept of time value of money and its implication.3. To evaluate the investment proposals.4. To understand the management of working capital in an organization.5. To analyze capital structure and dividend decision.			
Module-1 Introduction			08 Hours
Meaning and objectives of Financial Management, changing role of finance managers. Interface of Financial Management with other functional areas. Indian Financial System: Financial markets, Financial Instruments, Financial institutions and financial services. (Theory)			
Module -2 Time Value of Money			08 Hours
Meaning of Time value of money -Future value of single cash flow & annuity, present value of single cash flow,annuity & perpetuity. Simple interest & Compound interest, Capital recovery & loan amortization. (Theory & Problems)			
Module -3 Sources of Financing and Cost of Capital			08 Hours
Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and private equity, Warrants and convertibles (Theory Only). Cost of Capital: Basic concepts. Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC). (Theory & Problem).			
Module -4 Capital Budgeting			08 Hours
Capital budgeting process, Investment evaluation techniques - Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, discounted payback period, accounting rate of return.(Theory & Problem).			

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Module-5 Capital structure and Dividend Decisions

08 Hours

Capital structure policy, Leverages, EBIT and EPS analysis. ROI & ROE analysis. Dividend policy - Factors affecting the dividend policy - Dividend Policies- Stable Dividend, Stable Payout.

Working Capital - Factors influencing working capital requirements - Current asset policy and current asset finance policy, Determination of operating cycle and cash cycle on Excel- Estimation of working capital requirements of a firm.

Semester End Examination:

40% Theory: 60% Problems

Suggested Learning Resources:

Books:

1. Financial Management, Khan M. Y. & Jain P. K, TMH, 7th Edition
2. Financial Management, Prasanna Chandra, TMH, 9th Edition
3. Financial Management, I M Pandey, Vikas Publishing House, 11th Edition

Web links and Video Lectures (e-Resources):

1. <https://www.mastermindsindia.com/>
2. <https://www.mygreatlearning.com/>
3. <https://www.youtube.com/watch?v=qrs3taWpuD8>
4. https://www.youtube.com/watch?v=TgF2XvjquUU&list=PLLy_2iUCG87CX_Y2B6fPex1SOIqxzzD5Wj

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

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Understand the basic financial concepts	L1
CO2	Apply time value of money	L3
CO3	Estimate the Cost of Capital and Analyze the capital structure and dividend decisions	L2
CO4	Evaluate the investment decisions and Estimate working capital requirements	L4

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Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1									
CO2									
CO3									
CO4									


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VTU Centre for Online Education (VTU-COE)

Business Research Methods			
Course Code	OMBB204	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
Course Objectives <ol style="list-style-type: none"> 1. To understand the basic components of research design 2. To Gain an insight into the applications of research methods 3. To equip students with various research analytical tools used in business research 4. To develop analytical skills of business research and to prepare scientific business reports 			
Module-1 Introduction to Research, Research Problem and Research Hypothesis 7 Hours			
Research: Meaning of Research; Types of Research - Exploratory Research, Conclusive Research; The Process of Research; Research Applications in Social and Business Sciences; Features of a Good Research Study.			
Research Problem and Formulation of Research Hypotheses: Defining the Research Problem; Management Decision Problem Vs Management Research Problem; Problem Identification Process; Components of the Research Problem; Formulating the Research Hypothesis - Types of Research Hypothesis; Writing a Research Proposal - Contents of a Research Proposal and Types of Research Proposals.			
Module -2 Research Design and Sampling 7 Hours			
Research Design: Meaning of Research Designs; Classification of Research Designs: Exploratory Research Designs, Descriptive Research Designs, Cross-Sectional Studies and Longitudinal Studies; Experimental Designs.			
Sampling: Sampling Concepts - Sample Vs Census, Sampling Vs Non-Sampling Error; Sampling Design - Probability and Non Probability Sampling Design; Determination of Sample Size - Sample Size for Estimating Population Mean, Determination of Sample Size for Estimating the Population Proportion.			


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Module - 3 Measurement, Scaling, Questionnaire Design and Data Collection Methods	9 Hours
<p>Attitude Measurement and Scaling: Types of Measurement Scales; Attitude; Classification of Scales: Single Item Vs Multiple Item Scale, Comparative Vs Non-Comparative Scales.</p> <p>Questionnaire Design: Questionnaire Method; Types of Questionnaires; Process of Questionnaire Designing; Advantages and Disadvantages of Questionnaire Method.</p> <p>Primary and Secondary Data: Classification of Data; Secondary Data: Uses, Advantages, Disadvantages, Types and Sources; Primary Data Collection: Observation Method, Focus Group Discussion, Personal Interview Method.</p>	
Module-4 Data Processing, Data Analysis and Testing of Hypothesis	10 Hours
<p>Data Processing: Data Editing - Field Editing, Centralized in House Editing; Coding - Coding Closed Ended Structured Questions, Coding Open Ended Structured Questions; Classification and Tabulation of Data.</p> <p>Applications of Bivariate and Multivariate statistical techniques, Factor analysis, Discriminant analysis, Cluster analysis, Multiple regression and Correlation, Multidimensional scaling - Conjoint Analysis - Application of statistical software for data analysis. (Theory Only)</p> <p>Testing of Hypotheses: Concepts in Testing of Hypothesis - Steps in Testing of Hypothesis, Test Statistic for Testing Hypothesis about Population Mean; Tests Concerning Means - the Case of Single Population; Tests for Difference between Two Population Means; Tests Concerning Population Proportion - the Case of Single Population; Tests for Difference between Two Population Proportions. (Theory Only)</p>	
Module-5 Research Report Writing and Ethics in Research	7 Hours
<p>Research Report Writing: Types of Research Reports - Brief Reports and Detailed Reports; Report Writing: Structure of the Research Report, Preliminary Section, Main Report, Interpretations of Results and Suggested Recommendations; Report Writing: Formulation Rules for Writing the Report: Guidelines for Presenting Tabular Data, Guidelines for Visual Representations.</p> <p>Ethics in Research: Meaning of Research Ethics; Clients Ethical Code; Researchers Ethical Code; Ethical Codes Related to Respondents; Responsibility of Ethics in Research - Uses of Library and Internet in Research.</p>	

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Semester End Examination:

100 percent theory: 0 percent problems

Suggested Learning Resources:

Books

- *Research Methodology: Concepts and Cases:* Dr Deepak Chawla & Dr Neena Sondhi, Vikas Publishing/2e/2016
- *Business Research Methods:* Donald R. Cooper & Pamela S. Schindler, TMH/9e/2007
- *Research Methodology:* C R Kothari, ViswaPrakasam Publication, 2014.
- *Business Research Methods :* S. N. Murthy & U. Bhojanna, Excel Books, 3e, 2016

Web links and Video Lectures (e-Resources):

[https://ccsuniversity.ac.in/bridge-](https://ccsuniversity.ac.in/bridge-library/pdf/MPhil%20Stats%20Research%20Methodology-Part1.pdf)

[library/pdf/MPhil%20Stats%20Research%20Methodology-Part1.pdf](https://ccsuniversity.ac.in/bridge-library/pdf/MPhil%20Stats%20Research%20Methodology-Part1.pdf)

https://cac.annauniv.edu/aidetails/afpg_2021_fu/Management/M.B.A.pdf

[https://mis.alagappauniversity.ac.in/siteAdmin/dde-](https://mis.alagappauniversity.ac.in/siteAdmin/dde-admin/uploads/4/PG_M.Com_Commerce%20(English)_Research%20Methodology_6223.pdf)


[admin/uploads/4/ PG M.Com Commerce%20\(English\) Research%20Methodology_6223.pdf](https://mis.alagappauniversity.ac.in/siteAdmin/dde-admin/uploads/4/PG_M.Com_Commerce%20(English)_Research%20Methodology_6223.pdf)

<https://www.digimat.in/nptel/courses/video/121106007/L01.html>

<https://www.coursera.org/learn/research-methods>

https://www.researchgate.net/publication/319207471_HANDBOOK_OF_RESEARCH_METHODOLOGY

<https://www.pdfdrive.com/research-methodology-books.html>


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Sl. No.	Description	Blooms Level
CO1	Learners will understand and appreciate business research methods	L1
CO2	Students will be able to explore various research designs and sampling design and techniques	L3
CO3	Students will be able to apply various scaling measurements, Questionnaire design and data collection methods	L2
CO4	Students will process, analyse, and interpret the data	L4
CO5	Students will be able to write the research report and do the presentation	

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3
CO5	2		3		2			3	

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VTU Centre for Online Education (VTU-COE)

Entrepreneurship Development			
Course Code	OMBB205	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
Course Objectives <ul style="list-style-type: none">To develop and strengthen entrepreneurial qualities and motivation among students.To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.To provide insights to students on entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs.To make students understand the ways of starting a company of their own.			
Module-1			8 Hours
Introduction to Entrepreneur & Entrepreneurship: Meaning of Entrepreneur -Types of Entrepreneurs Concept of Entrepreneurship, Entrepreneurial Process- Corporate Entrepreneurial Mind set: Nature , Developing Vision, organization structure, Strategy Entrepreneurial Culture-Creativity and Innovation: The role of creativity, The innovation Process , Sources of New Ideas ,Methods of Generating Ideas, Creative Problem Solving,			
Module -2			8 Hours
Developing Business Model and process of Company Incorporation: Importance of Business Model, Starting a small-scale industry -Components of an Effective Business Model, Osterwalder Business Model Canvas. Business Planning Process: Meaning of business plan-Final Project Report with Feasibility Study - preparing a model project report for starting a new venture. Process of registration of a private limited company, a public limited company, Startup Four stages of Start Up.			
Module -3			8 Hours
Entrepreneurship Development and government support system , Business Angels, Venture Capital, Initial Public Offering, Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants Export Oriented Units - A brief overview of financial institutions in India - SIDBI - SIDCO - DIC - Single Window - Latest Industrial Policy of Government of India.			


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Module-4	8 Hours
Succession Planning and Strategies for harvesting and ending the Venture: succession of Business, Transfer to family member, Transfer to non family Member , Option of selling the Business, Direct sale, Employee stock option Plan, Management Buyout. Exit Strategy Ethics: Involving Employees, Business associates, social responsibility of Business.	
Module-5	8 Hours
Emerging Trends in Entrepreneurship Development; Digital Entrepreneurship, meaning, scope and opportunities. Rural Entrepreneur , Potential opportunities for Rural entrepreneurship in India Women Entrepreneurship - Need - Growth of women Entrepreneurship - Problems faced by Women Entrepreneurs - Development of women Entrepreneurship - Entrepreneurship in Informal Sector - Rural Entrepreneurship - Entrepreneurship in Sectors like Agriculture, Tourism, health case, Transport and allied services.	
Semester End Examination: 100 percent theory: 0 percent problems	
Suggested Learning Resources: Books: <ul style="list-style-type: none">• Entrepreneurship Development Small Business Enterprises. Poornima M Charanthimath, Pearson Education• Entrepreneurship. Robert D, Hisrich, 10 edition, Mcgraw Hill Education	
Web links and Video Lectures (e-Resources): <ul style="list-style-type: none">• https://youtu.be/rbmz5VEW90A• https://www.youtube.com/watch?v=CnStAWc7iOw• https://www.youtube.com/watch?v=RLQivEQUgUc	
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VTU Centre for Online Education (VTU-COE)

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Demonstrate interest and orientation towards entrepreneurship, and entrepreneurial opportunities to set up a business	3
CO2	Demonstrate creative thinking for innovative business ideas and opportunities	3
CO3	Analyze formal, institutional and informal support systems available for promotion of entrepreneurship	4
CO4	Evaluate opportunities and challenges of small business, women & rural entrepreneurship	5
CO5	Develop a comprehensive business plan for successful setting up of an enterprise	6

Mapping of COs and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	3	2	3	2					
CO2	3	3							
CO3		3							
CO4									
CO 5	3	3		3	2				


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Centre for Distance and Online Education (VTU - CDOE)

Master of Business Administration in Business Analytics

Semester - III (Core subject and Specializations)

Subject Codes	Subject Names	Credit
OMBB301*	Employability & Professional Skills	4
OMBB302	Introduction to Python for Analytics	4
OMBB303	Data Visualization for Managers	4
OMBB304	Business Analytics & Intelligence	4
OMBB305	Marketing, Web and Social Media Analytics	4
OMBB306	Universal Human Values	Audit Course
Total Credits		20

Semester - IV (Core subject and Specializations)

Subject Codes	Subject Names	Credit
OMBB401*	International Business	4
OMBB402	Financial Analytics	4
OMBB403	Big Data Analytics	4
OMBB404	Project Work	8
Total Credits		20



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Centre for Distance and Online Education (VTU - CDOE)

Employability & Professional Skills			
Course Code	OMBB301	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
Course Learning objectives: <ul style="list-style-type: none">•To acquaint the elementary knowledge of employability.•To make students understand the corporate expectations.•To develop the students employable.			
Module-1		(8 Hours)	
Digital literacy and interpersonal skills. Basic computer skills, MS Word, Excel, PowerPoint Internet and web browsing skills, Email etiquette, Interpersonal skills understanding the importance of teamwork conflict resolution and building positive relationship with team members			
Module-2		(8 Hours)	
Quantitative attitude logical reasoning and analytical Ability			
Quantitative aptitude percentage profit or loss classification time and work speed and distance ratio and proportion. Logical Reasoning Coding and decoding blood relations directions and ven diagram. Analytical ability statement and assumptions and data interpretation.			
Module-3		(7 Hours)	
Career development: SWOC analysis for self-assessment. Setting career goals and creating a career plan. Job search strategies interview skills and effect to resume writing.			
Module-4		(9 Hours)	
Workplace etiquette: Time management importance and strategies for effective time management does call personal grooming office and workplace manners. Meeting etiquettes work ethics and integrity.			
Module-5		(8 Hours)	
Practice for developing Employability: 5As for effective learning, Personal Goal setting, Maturity Continuum, Lateral Thinking, Language, Reasoning, Aptitude and General Knowledge, professional profile writing, Communication Skills with emphasis on presentation-. On each topic a suitable model should be discussed along with self-assessment (Theory only).			
Semester End Examination: <ul style="list-style-type: none">• 100 percent theory			



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Suggested Learning Resources:

Books

1. Developing Employability, V M Ramalingam and R L Nandeshwar , 2024.
2. Organisational Behaviour, Fred Luthans, 12/e, McGraw Hill International, 2011
3. Organisational Behaviour, Steven L. McShane & Mary Ann Von Glinow, 6/e, McGraw Hill Education, 2015
4. Principles and Practices of Management and Organisational Behaviour, Chandrani Singh and Aditi Khatri, Sage Publications, 2016

Web links and Video Lectures (e-Resources):

- <https://openstax.org/details/books/organizational-behavior>
- <https://www.classcentral.com/course/introduction-organisational-behaviour-11892>

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

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Understand the suitable concepts/models for developing the employability	L1
CO2	Assessment of self with the help of instruments and exercises.	L2
CO3	Practice the components of the employability	L3

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	

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Introduction to Python for Analytics			
Course Code	OMBB302	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none">Foundational Python Proficiency: Develop a foundational understanding of Python programming language, with a focus on its relevance in business analytics applications. Acquire proficiency in writing and interpreting Python code to perform basic operations, laying the groundwork for advanced analytics.Data Handling and Manipulation: Gain skills in using Python libraries, particularly Pandas, for effective data handling and manipulation. Learn to import, clean, and preprocess datasets, ensuring data quality and suitability for analytics tasks.Visualization for Business Insights: Explore the use of Python libraries like Matplotlib and Seaborn to create visualizations that aid in business decision-making. Understand how to communicate complex data insights through visually compelling charts, graphs, and plots.Statistical Analysis with NumPy and SciPy: Develop competence in leveraging NumPy and SciPy libraries for statistical analysis in Python. Apply statistical techniques to extract meaningful insights from datasets, supporting data-driven decision-making.Integration of Python in Business Contexts: Understand the role of Python in the broader business analytics landscape and its application in solving real-world business problems. Explore case studies and examples where Python is used to derive strategic insights, enhancing its relevance in a business context.			
Module-1 Introduction to Python Programming for Business Analytics (8 Hours)			
Basics of Python syntax and structure, Variables, data types, and basic operations, Control structures: loops and conditional statements, Functions and modular programming in Python.			



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Module-2 Data Handling and Manipulation with Pandas	(8 Hours)
Introduction to Pandas library and its role in data manipulation, Working with Series and DataFrames, Data cleaning, filtering, and sorting, Handling missing data and duplicates.	
Module-3 Data Visualization with Matplotlib and Seaborn	(7 Hours)
Introduction to data visualization and its importance in analytics, Creating static and dynamic visualizations using Matplotlib, Exploring Seaborn for statistical data visualization, Customizing and enhancing visualizations for business insights.	
Module-4 Statistical Analysis with NumPy and SciPy	(9 Hours)
Understanding NumPy for numerical computing in Python, Basic and advanced statistical analysis using NumPy, Introduction to SciPy for scientific and technical computing, Applying statistical tests for business data analysis.	
Module-5 Business Analytics Applications and Case Studies in Python	(8 Hours)
Real-world applications of Python in business analytics, Case studies demonstrating Python's role in solving business problems, Integration of Python analytics into business decision-making.	
Semester End Examination: <ul style="list-style-type: none">100 percent theory	
Suggested Learning Resources: Books <ol style="list-style-type: none">"Python Crash Course" by Eric Matthes"Python for Data Analysis" by Wes McKinney"Python Plotting with Matplotlib" by Ben Root"Python for Probability, Statistics, and Machine Learning" by José Unpingco"Python for Data Science For Dummies" by John Paul Mueller"Fluent Python" by Luciano Ramalho"Data Science for Business" by Foster Provost and Tom Fawcett	
Web links and Video Lectures (e-Resources): <ul style="list-style-type: none">Python.org: The official Python website, offering documentation, tutorials, and resources for Python programming.W3Schools Python Tutorial: Interactive tutorials covering Python basics.Pandas Documentation: Official documentation for Pandas.Pandas Cheat Sheet: A quick reference guide for Pandas operations.Matplotlib Documentation: Official documentation for Matplotlib.Seaborn Documentation: Official documentation for Seaborn.NumPy Documentation: Official documentation for NumPy.	



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Web links

- [SciPy Documentation](#): Official documentation for SciPy.
- [Towards Data Science](#): A platform for sharing data science and analytics articles with various case studies.
- [Kaggle Datasets](#): Explore datasets and kernels on Kaggle for real-world examples.

Video Lectures:

- [Corey Schafer's Python Tutorials](#): A comprehensive YouTube playlist covering Python basics and advanced topics.
- [Data School's Pandas Tutorials](#): YouTube playlist covering various aspects of Pandas.
- [Corey Schafer's Matplotlib Tutorial](#): A comprehensive tutorial on Matplotlib.
- [StatQuest with Josh Starmer](#) - Seaborn Tutorial: An introduction to Seaborn.
- [Corey Schafer's NumPy Tutorial](#): YouTube tutorial on NumPy.
- [SciPy 2020 Tutorials](#): A playlist of SciPy tutorials from the SciPy 2020 conference.
- [Data School's Business Analytics with Python](#): YouTube playlist covering business analytics applications in Python.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Students will develop a strong foundation in Python programming, gaining proficiency in writing and understanding Python code	L1
CO2	Students will acquire skills in using Python libraries such as NumPy, Pandas, and Matplotlib for data analysis and visualization.	L2
CO3	Students will demonstrate the ability to automate routine business tasks and processes using Python	L3



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Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	

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Data Visualization for Managers			
Course Code	OMBB303	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
Course Learning objectives: <ul style="list-style-type: none">• Understanding the Significance of Data Visualization: Understand how effective data visualization contributes to clear communication, enhances comprehension of complex datasets, and facilitates informed managerial decision-making.• Proficiency in Data Visualization Tools: Acquire practical skills in tools such as Tableau, Power BI, or other relevant platforms to create compelling visualizations that effectively communicate business insights.• Designing Clear and Insightful Visualizations: Explore best practices in designing charts, graphs, and dashboards that convey information intuitively, ensuring that visualizations are not only aesthetically pleasing but also enhance data understanding.• Interpreting and Critiquing Visualizations: Learn to analyze visualizations for accuracy, relevance, and the impact of design choices. Understand how to assess the suitability of visualizations for different business contexts.• Applying Data Visualization in Strategic Decision-Making: Explore case studies and practical applications where data visualization has been instrumental in shaping business strategies. Develop the skills to leverage visualizations for strategic insights and effective communication at the managerial level.			
Module-1 Foundations of Data Visualization			(9 Hours)
Introduction to Data Visualization Understanding the importance of visualization in decision-making, Overview of historical context and evolution of data visualization.			
Key Concepts in Data Visualization Exploring principles of visual perception and cognition, Understanding the significance of color theory, typography, and layout in effective visual communication.			
Types of Visualizations Overview of common types of charts, graphs, and dashboards, Choosing appropriate visualizations for different types of data and business scenarios.			



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Module-2	Data Visualization Tools and Technologies	(7 Hours)
Introduction to Visualization Tools, Overview of industry-standard data visualization tools (e.g., Tableau, Power BI, etc.), Hands-on training in using selected tools to create basic visualizations, Advanced Features and Techniques Exploring advanced features of selected tools for complex visualizations. Techniques for integrating data from various sources into visualization platforms.		
Module-3	Design Principles for Effective Visualization	(8 Hours)
Designing Clear and Impactful Visualizations, Principles of effective visualization design, Best practices in creating visually appealing and informative charts and dashboards, Developing the ability to tell a compelling story through visualizations, Integrating narratives with data visualizations for persuasive communication.		
Module-4	Interpretation and Critique of Visualizations	(9 Hours)
Evaluating Visualizations, Critiquing visualizations for accuracy and relevance, Assessing the suitability of visualizations for specific business contexts, Interpreting Complex Visualizations, Techniques for interpreting visualizations with complex datasets.		
Module-5	Application of Data Visualization in Business Strategy	(7 Hours)
Strategic Decision-Making with Data Visualization, Real-world case studies where data visualization played a crucial role in strategic decision-making, Developing skills to leverage visualizations for strategic insights and communication at the managerial level.		
Semester End Examination: <ul style="list-style-type: none">• 100 percent theory		
Suggested Learning Resources: Books <ol style="list-style-type: none">1. "The Visual Display of Quantitative Information" by Edward R. Tufte2. "Now You See It: Simple Visualization Techniques for Quantitative Analysis" by Stephen Few3. "Tableau Your Data!: Fast and Easy Visual Analysis with Tableau Software" by Daniel G. Murray4. "Power BI for Dummies" by Ken Withee5. "Storytelling with Data: A Data Visualization Guide for Business Professionals" by Cole Nussbaumer Knaflic6. "Information Dashboard Design: Displaying Data for At-a-Glance Monitoring" by Stephen Few7. "The Truthful Art: Data, Charts, and Maps for Communication" by Alberto Cairo8. "Numbers Rule Your World: The Hidden Influence of Probabilities and Statistics on Everything You Do" by Kaiser Fung9. "Data-Driven: Creating a Data Culture" by Hilary Mason and DJ Patil10. "Data Science for Business" by Foster Provost and Tom Fawcett11. "Visualizing Data: Exploring and Explaining Data with the Processing Environment" by Ben Fry		



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Web links and Video Lectures (e-Resources):

- [Edward Tufte's Website](#): Explore Tufte's principles on data visualization.
- [Data Visualization Society](#): A community-focused on data visualization with articles and resources.
- [Tableau Public](#): Explore Tableau Public for a gallery of visualizations and tutorials.
- [Power BI Learning Resources](#): Official documentation and learning resources for Power BI.
- [Data Visualization Society](#): Design Resources: Resources on design principles in data visualization.
- [Color Brewer](#): Tool for selecting color schemes for maps and visualizations.
- [How to Spot Visualization Lies](#): A blog post on identifying misleading visualizations.
- [FiveThirtyEight](#): Explore data-driven journalism for examples of visualizations and critiques.
- [Harvard Business Review](#): Data and Analytics: Explore articles on data and analytics in business strategy.
- [Data Science Central](#): Community and resources for data science applications.

Video Lectures:

- [Edward Tufte](#): The Thinking Eye: A lecture by Edward Tufte discussing principles of data visualization.
- [Tableau Training and Certification Videos](#): Official Tableau training videos covering various aspects of data visualization.
- [Cole Nussbaumer Knaflic](#): Storytelling with Data: A lecture on storytelling with data by Cole Nussbaumer Knaflic.
- [DJ Patil](#): [Building a Data-Driven Culture](#): A talk by DJ Patil on creating a data-driven culture within organizations.
- [Alberto Cairo](#): The Truthful Art: A lecture by Alberto Cairo on truthful representation in data visualization.



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Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Students will develop the ability to interpret complex datasets and transform raw data into meaningful insights through effective visual representations.	L1
CO2	Students will gain the skills to use data visualization strategically, supporting managerial decision-making processes	L2
CO3	Students will master the art of visual storytelling, using data visualization as a powerful communication tool.	L3

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	

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Business Analytics & Intelligence			
Course Code	OMBB304	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
Course Learning objectives: <ul style="list-style-type: none">• Understanding the Foundations of Business Analytics: Gain a solid understanding of the foundational concepts and principles of business analytics. Explore the role of business analytics in extracting actionable insights from data, understanding statistical methods, and grasping the fundamentals of data-driven decision-making.• Proficiency in Analytical Tools and Technologies: Develop proficiency in using industry-standard analytical tools and technologies. Acquire hands-on experience with tools like SQL, Excel, and business intelligence platforms, enabling students to analyze and interpret data effectively.• Application of Predictive Analytics: Learn to apply predictive analytics techniques for forecasting and decision support. Explore predictive modeling, regression analysis, and machine learning applications to make informed predictions and optimize decision outcomes.• Effective Data Visualization and Reporting: Develop skills in creating clear and impactful visualizations and reports. Learn to design dashboards, charts, and reports that communicate complex data insights in a visually compelling manner, supporting strategic decision-making.• Integration of Analytics in Business Strategy: Understand how business analytics aligns with and contributes to overall business strategy. Explore case studies and examples where analytics has played a pivotal role in shaping business strategies, and develop the ability to integrate analytics into organizational decision-making processes.			
Module-1 Foundations of Business Analytics			(8 Hours)
Introduction to Business Analytics Understanding the role of business analytics in decision-making, Overview of key concepts, processes, and benefits.			
Foundational Analytics Tools Introduction to essential analytics tools: SQL and Excel, Hands-on exercises to manipulate and analyze data.			
Statistical Foundations Overview of basic statistical concepts relevant to business analytics, Practical applications of statistical methods in business contexts.			



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Module-2	Predictive Analytics and Machine Learning	(8 Hours)
Predictive Analytics Techniques, Understanding predictive modeling and regression analysis, Application of predictive analytics for forecasting, Introduction to Machine Learning, Overview of machine learning concepts, Practical applications and case studies demonstrating machine learning in business analytics. Introduction to Machine Learning (4 hours)		
Module-3	Data Visualization and Reporting	(8 Hours)
Fundamentals of Data Visualization Principles of effective data visualization, Creating impactful charts and graphs. Dashboard Design and Reporting Designing dashboards for business insights, Hands-on exercises in creating reports and visualizations.		
Module-4	Advanced Analytics Techniques	(8 Hours)
Advanced Analytics Tools Introduction to advanced analytics tools and platforms, Exploring business intelligence platforms for advanced analytics. Time Series Analysis and Forecasting Techniques for analyzing time series data, Forecasting trends and patterns in business data.		
Module-5	Integrating Analytics in Business Strategy	(8 Hours)
Strategic Role of Business Analytics Understanding how business analytics aligns with strategic objectives, Case studies illustrating the strategic impact of analytics. Practical Application in Business Strategy Applying analytics to solve strategic business challenges, Group projects and discussions on integrating analytics into organizational decision-making.		
Semester End Examination: <ul style="list-style-type: none">100 percent theory		
Suggested Learning Resources: Books <ol style="list-style-type: none">"Business Analytics: Data Analysis & Decision Making" by S. Christian Albright and Wayne L. Winston"SQL Performance Explained" by Markus Winand"Statistics for Business and Economics" by Paul Newbold, William L. Carlson, and Betty Thorne"Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die" by Eric Siegel		



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5. "Introduction to Machine Learning with Python: A Guide for Data Scientists" by Andreas C. Müller and Sarah Guido
6. "The Big Book of Dashboards: Visualizing Your Data Using Real-World Business Scenarios" by Steve Wexler, Jeffrey Shaffer, and Andy Cotgreave
7. "Storytelling with Data: Let's Practice!" by Cole Nussbaumer Knaflic
8. "Business Intelligence Guidebook" by Rick Sherman
9. "Forecasting: Principles and Practice" by Rob J Hyndman and George Athanasopoulos
10. "Competing on Analytics: The New Science of Winning" by Thomas H. Davenport and Jeanne G. Harris
11. "Business Analytics for Managers: Taking Business Intelligence Beyond Reporting" by Gert H. N. Laursen and Jesper Thorlund

Web links and Video Lectures (e-Resources):

[Kaggle SQL Tutorial](#): Interactive SQL tutorial on Kaggle.

[Excel Easy - Tutorial](#): Comprehensive tutorials on Excel for data analysis.

[Machine Learning Mastery](#): Resources on various machine learning algorithms and techniques.

[Data Visualization Society Resources](#): Various resources on data visualization principles.

[Tableau Public Gallery](#): Explore visualizations created by the Tableau community.

[Towards Data Science - Advanced Analytics](#): Articles and tutorials on advanced analytics techniques.

[IBM Analytics Community](#): Resources and discussions on advanced analytics.

[Harvard Business Review - Analytics](#): Articles and case studies on the strategic use of analytics.

[MIT Sloan Management Review - Data & Analytics](#): Resources on data and analytics from MIT Sloan Management Review.

Video Lectures:

[Statistics.com](#) - Introduction to Business Analytics: Online course covering foundational concepts in business analytics.

[StatQuest with Josh Starmer](#) - Regression Analysis: Video on regression analysis.

[D3.js Tutorials by Mike Bostock](#): In-depth tutorials on D3.js, a popular JavaScript library for data visualization.

[Tableau Training and Certification Videos](#): Official Tableau training videos.

[SciPy 2020 Tutorials](#): A playlist of SciPy tutorials covering various advanced analytics topics.

[Microsoft Power BI - Guided Learning](#): Video tutorials on Power BI.

[INSEAD - Business Strategy Videos](#): INSEAD's YouTube channel with videos on business strategy.



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Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Students will develop the ability to make informed, data-driven decisions by leveraging business analytics and intelligence tools.	L1
CO2	Students will gain skills in using analytics to derive strategic insights for optimizing business processes and performance.	L2
CO3	Graduates will master the art of communicating analytical findings to diverse stakeholders	L3

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	

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Centre for Distance and Online Education (VTU - CDOE)

Marketing, Web and Social Media Analytics			
Course Code	OMBB305	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
Course Learning objectives: <ul style="list-style-type: none">• Understanding Marketing Analytics Fundamentals: Develop a foundational understanding of marketing analytics concepts and principles. Explore key metrics, data sources, and analytical techniques used in marketing analytics to measure and assess marketing performance.• Proficiency in Web Analytics Tools and Techniques: Acquire practical skills in using web analytics tools for performance measurement. Learn to use tools such as Google Analytics to track website traffic, user behavior, and conversion metrics. Understand the interpretation of web analytics data for strategic decision-making.• Application of Social Media Analytics: Explore the role of social media analytics in understanding customer behavior and engagement. Learn how to analyze social media data to measure the effectiveness of social media campaigns, identify trends, and optimize social media strategies.• Integration of Marketing Analytics into Business Strategy: Understand how marketing analytics aligns with and contributes to overall business strategy. Explore case studies and examples where marketing analytics has played a crucial role in shaping marketing strategies. Develop the ability to integrate marketing analytics into broader organizational decision-making processes.• Hands-On Project and Application: Apply marketing, web, and social media analytics principles to real-world business scenarios. Engage in a hands-on project that involves collecting, analyzing, and interpreting marketing data. Gain practical experience in using analytics tools and presenting insights to support marketing decisions.			
Module-1 Introduction to Marketing Analytics			(8 Hours)
Foundations of Marketing Analytics Overview of marketing analytics and its significance in decision-making, Introduction to key metrics and measurement frameworks.			
Web Analytics Basics Understanding web analytics tools and their functionalities, Basics of tracking website traffic, user behavior, and conversion metrics.			
Social Media Analytics Overview Introduction to social media analytics and its role in marketing, Overview of popular social media platforms and their analytics features.			



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Module-2	Web Analytics and User Behavior	(8 Hours)
Advanced Web Analytics Techniques In-depth exploration of web analytics tools, focusing on Google Analytics, Analyzing advanced metrics, setting up goals, and interpreting data for decision-making.		
User Behavior Analysis Understanding user journeys and behavior on websites, Techniques for optimizing user experience and conversion rates.		
Module-3	Social Media Analytics and Strategy	(8 Hours)
Advanced Social Media Analytics Deep dive into social media analytics tools and platforms, Analyzing engagement, reach, and sentiment analysis on social media.		
Social Media Strategy and Planning Integrating social media analytics into strategic planning, Developing effective social media strategies for business objectives.		
Module-4	Marketing Campaign Analytics	(8 Hours)
Measuring Marketing Campaign Effectiveness Analyzing the performance of marketing campaigns, Attribution modeling and measuring return on investment (ROI).		
A/B Testing and Optimization Understanding A/B testing principles in marketing, Techniques for optimizing marketing campaigns based on data insights.		
Module-5	Integration and Application	(8 Hours)
Integration with Business Strategy Aligning marketing, web, and social media analytics with overall business strategy, Case studies demonstrating successful integration.		
Practical Application Project Applying analytics principles to a real-world marketing challenge, Presentation of findings and insights derived from the project.		
Semester End Examination: <ul style="list-style-type: none">100 percent theory		



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Suggested Learning Resources:

Books

1. "Marketing Analytics: Data-Driven Techniques with Microsoft Excel" by Wayne L. Winston
2. "Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity" by Avinash Kaushik
3. "Social Media Analytics: Effective Tools for Building, Interpreting, and Using Metrics" by Marshall Sponder
4. "Google Analytics Breakthrough: From Zero to Business Impact" by Feras Alhlou, Shiraz Asif, and Eric Fettman
5. "Don't Make Me Think, Revisited: A Common Sense Approach to Web Usability" by Steve Krug
6. "Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization" by Olivier Blanchard
7. "The Art of Social Media: Power Tips for Power Users" by Guy Kawasaki and Peg Fitzpatrick
8. "Testing Digital: A/B and Multivariate Testing Made Easy" by John McLoughlin and Adilson Chicória
9. "Measure What Matters Online: Easy Steps to Track Social Media Metrics" by Katie Delahaye Paine
10. "Competing on Analytics: The New Science of Winning" by Thomas H. Davenport and Jeanne G. Harris
11. "Data-Driven: Creating a Data Culture" by Hilary Mason and DJ Patil

Web links and Video Lectures (e-Resources):

1. [Google Analytics Academy](#): Free online courses by Google on Google Analytics.
2. [Google Analytics YouTube Channel](#): Video tutorials and updates from Google Analytics.
3. [Buffer Blog](#): Insights and articles on social media marketing and analytics.
4. [Kissmetrics Blog](#): Articles on marketing analytics and campaign optimization.
5. [MIT Sloan Management Review - Analytics Section](#): Articles and insights on integrating analytics into business strategy.
6. [Harvard Business Review - Analytics](#): Analytics-related articles from Harvard Business Review.



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Video Lectures:

1. [Google Analytics Advanced Features - LinkedIn Learning](#): Advanced features of Google Analytics explained in video format.
2. [Digital Marketing Analytics - LinkedIn Learning](#): Video tutorials covering digital marketing analytics.
3. [Competing on Analytics](#) - MIT Sloan School of Management: Lecture on the role of analytics in gaining a competitive advantage.
4. [Data-Driven Decision Making - Google Cloud](#): Video on fostering a data-driven culture in organizations.

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Students will gain proficiency in analyzing marketing data from various channels	L1
CO2	Students will develop expertise in web analytics and also leverage web analytics tools to drive data-driven decisions	L2
CO3	Students will be adept at leveraging social media analytics to optimize marketing strategies.	L3

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	

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Universal Human Values (UHV)		Semester	III
Course Code	OMBB306	CIE Marks	30
		SEE Marks	70
Credits	No Credit (Audit Course)	Total Marks	100
		Exam Hours	90 Minutes
Examination Nature (SEE)	MCQ – 35 Questions, each question carries 2 Marks		
Course objectives: This course is intended to: <ul style="list-style-type: none">➤ To help the students appreciate the essential complementarity between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity which are the core aspirations of all human beings.➤ To facilitate the development of a Holistic perspective among students towards life and profession as well as towards happiness and prosperity based on a correct understanding of the Human reality and the rest of existence. Such a holistic perspective forms the basis of Universal Human Values and movement towards value-based living in a natural way.➤ To highlight plausible implications of such a Holistic understanding in terms of ethical human conduct, trustful and mutually fulfilling human behaviour and mutually enriching interaction with Nature.➤ This course is intended to provide a much-needed orientation input in value education to the young enquiring minds.			
Module-1			
Introduction to Value Education (3 hours) Right Understanding, Relationship and Physical Facility (Holistic Development and the Role of Education) Understanding Value Education, Self-exploration as the Process for Value Education, Continuous Happiness and Prosperity – the Basic Human Aspirations, Happiness and Prosperity – Current Scenario, Method to Fulfil the Basic Human Aspirations			
Module-2			
Harmony in the Human Being : (3 hours) Understanding Human being as the Co-existence of the Self and the Body, Distinguishing between the Needs of the Self and the Body, The Body as an Instrument of the Self, Understanding Harmony in the Self, Harmony of the Self with the Body, Programme to ensure self-regulation and Health			
Module-3			
Harmony in the Family and Society : (3 hours) Harmony in the Family – the Basic Unit of Human Interaction, 'Trust' – the Foundational Value in Relationship, 'Respect' – as the Right Evaluation, Other Feelings, Justice in Human-to-Human Relationship, Understanding Harmony in the Society, Vision for the Universal Human Order			



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Module-4

Harmony in the Nature/Existence : (3 hours)

Understanding Harmony in the Nature, Interconnectedness, self-regulation and Mutual Fulfilment among the Four Orders of Nature, Realizing Existence as Co-existence at All Levels, The Holistic Perception of Harmony in Existence

Module-5

Implications of the Holistic Understanding – a Look at Professional Ethics : (3 hours)

Natural Acceptance of Human Values, Definitiveness of (Ethical) Human Conduct, A Basis for Humanistic Education, Humanistic Constitution and Universal Human Order, Competence in Professional Ethics Holistic Technologies, Production Systems and Management Models-Typical Case Studies, Strategies for Transition towards Value-based Life and Profession

Course outcome (Course Skill Set)

At the end of the course, students are expected to become more aware of themselves, and their surroundings (family, society, nature);

- They would become more responsible in life, and in handling problems with sustainable solutions, while keeping human relationships and human nature in mind.
- They would have better critical ability.
- They would also become sensitive to their commitment towards what they have understood (human values, human relationship and human society).
- It is hoped that they would be able to apply what they have learnt to their own self in different day-to-day settings in real life, at least a beginning would be made in this direction.

Expected to positively impact common graduate attributes like:

1. Ethical human conduct
2. Socially responsible behaviour
3. Holistic vision of life
4. Environmentally responsible work
5. Having Competence and Capabilities for Maintaining Health and Hygiene
6. Appreciation and aspiration for excellence (merit) and gratitude for all

Suggested Learning Resources:

Books for READING: Text Book and Teachers Manual

- a. The Textbook A Foundation Course in Human Values and Professional Ethics, R R Gaur, R Asthana, G P Bagaria, 2nd Revised Edition, Excel Books, New Delhi, 2019. ISBN 978-93-87034- 47-1
- b. The Teacher's Manual for A Foundation Course in Human Values and Professional Ethics, R R Gaur, R Asthana, G



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Reference Books

1. Jeevan Vidya: Ek Parichaya, A Nagaraj, Jeevan Vidya Prakashan, Amar kantik, 1999.
2. Human Values, A.N. Tripathi, New Age Intl. Publishers, New Delhi, 2004.
3. The Story of Stuff (Book).
4. The Story of My Experiments with Truth - by Mohandas Karamchand Gandhi
5. Small is Beautiful - E. F Schumacher.
6. Slow is Beautiful - Cecile Andrews
7. Economy of Permanence - J C Kumarappa
8. Bharat Mein Angreji Raj - Pandit Sunderlal
9. Rediscovering India - by Dharampal
10. Hind Swaraj or Indian Home Rule - by Mohandas K. Gandhi
11. India Wins Freedom - Maulana Abdul Kalam Azad
12. Vivekananda - Romain Rolland (English)
13. Gandhi - Romain Rolland (English)
14. Susan George, 1976, How the Other Half Dies, Penguin Press. Reprinted 1986, 1991
15. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, Limits to Growth - Club of Rome's report, Universe Books.
16. A Nagaraj, 1998, Jeevan Vidya Ek Parichay, Divya Path Sansthan, Amarkantik.
17. P L Dhar, RR Gaur, 1990, Science and Humanism, Commonwealth Publishers.
18. A N Tripathy, 2003, Human Values, New Age International Publishers.
19. Subhas Palekar, 2000, How to practice Natural Farming, Pracheen (Vaidik) Krishi Tantra Shodh, Amravati.
20. E G Seebauer & Robert L. Berry, 2000, Fundamentals of Ethics for Scientists & Engineers, Oxford University Press
21. M Govindrajran, S Natrajan & V.S. Senthil Kumar, Engineering Ethics (including Human Values), Eastern Economy Edition, Prentice Hall of India Ltd.
22. B P Banerjee, 2005, Foundations of Ethics and Management, Excel Books.
23. B L Bajpai, 2004, Indian Ethos and Modern Management, New Royal Book Co., Lucknow. Reprinted 2008.



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Web links and Video Lectures (e-Resources):

- Value Education websites,
- <https://www.uhv.org.in/uhv-ii>,
- <http://uhv.ac.in>,
- <http://www.uptu.ac.in>
- Story of Stuff,
- <http://www.storyofstuff.com>
- Al Gore, An Inconvenient Truth, Paramount Classics, USA
- Charlie Chaplin, Modern Times, United Artists, USA
- IIT Delhi, Modern Technology - the Untold Story
- Gandhi A., Right Here Right Now, Cyclewala Productions
- https://www.youtube.com/channel/UCQxWr5QB_eZUnwxSwxXEkQw
- https://fdp-si.aicte-india.org/8dayUHV_download.php
- <https://www.youtube.com/watch?v=8ovkLRYXIjE>
- <https://www.youtube.com/watch?v=OgdNx0X923I>
- <https://www.youtube.com/watch?v=nGRcbRpvGoU>
- <https://www.youtube.com/watch?v=sDxGXOgYEKM>

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International Business		Semester	IV
Course Code	OMBB401	CIE Marks	30
		SEE Marks	70
Credits	4	Total Marks	100
		Exam Hours	3
Examination nature (SEE)	100% Theory		
Course objectives: <ul style="list-style-type: none">To explore and offer knowledge on Global Business Environment.To explore knowledge on International Institutions involved in global business.To assist the students to develop a truly Global Perspective.To understand the contemporary issues in global business that illustrates the unique challenges faced by managers in the IBE.			
MODULE-1		9 Hours	
Introduction to International Business: Evolution, Meaning, Importance, Nature and Scope of International Business, Characteristics of International Business, Factors affecting International Business, Changing scenario of International Business, Advantages of International Business, challenges in International business, Modes of entry into International Business, Internationalization Process. Introduction, Meaning and Components of International Business Environment.			
MODULE-2		7 Hours	
Theories of International Business: Introduction, Mercantilism, Theory of absolute cost advantage, Comparative cost advantage theory, Comparative cost advantage with money, Relative factor endowment theory, Product life cycle theory, Global strategic rivalry theory, Porter’s National Competitive Advantage Theory.			
MODULE-3		8 Hours	
International Institutions: UNCTAD- Introduction, Principles and achievements, IMF-Role and objectives, WTO-Role and advantages, TRIMS, TRIPS Features, Economic Integration-Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, USA, ASEAN, SAARC, SAPTA.			
MODULE-4		8 Hours	
Multi-National Corporations: Definition and Meaning, factors that contributed to positive growth of MNCs, Importance of MNCs, Advantages and disadvantages of MNCs, MNCs in India, Organizational structure of MNCs, Transfer of Technology, Global Competitiveness, Indicators of competitiveness, Technology of Global competitiveness.			



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MODULE-5

8 Hours

Basics of International Marketing- Environment and cultural dynamics of global markets, functions of International Marketing, determining International Marketing strategies, Major actors in International Marketing, Competitive Global Marketing Strategies.

Global HRM- Characteristics, Nature and factors of IHRM, Functions of IHRM,

Global Finance-Features of Global Capital Market, Growth of Global Capital Market, Global equity market.

International Production Management-Coordinating Global Manufacturing System.

Course Outcomes:

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

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

Suggested Learning Resources:

Books

Recommended Books:

1. The International Business Environment: Anant K. Sundaram/ J. Stewart Black-Prentice Hall.
2. International Business environments and Operations John D Daniel, Lee H Radebaugh, Daniel P Sullivan- Pearson Education, 10th edition, 2004.
3. International Business (text and cases): P Subba Rao, HPH, 4/e, 2017.

Reference Books:

1. The International Business Environment Janet Morrison Mac Millan Palgrave, 2004
2. International Business Environment by Francis Cherunilam- Himalaya Publishing House, 2004.
3. International Business: competing in the global market place, Charles W L Hill, Tata McGraw-Hill., 5th Edition, 2005



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Web links and Video Lectures (e-Resources):

- <https://www.pdfdrive.com/international-business-environment-e56594187.html>
- <https://www.pdfdrive.com/business-environment-e54194142.html>
- https://ebooks.lpude.in/commerce/mcom/term_3/DCOM501_INTERNATIONAL_BUSINESS.pdf
- <https://www.yumpu.com/en/document/view/63865501/pdf-download-international-business-case-studies-for-the-multicultural-marketplace-full-online>

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Financial Analytics			
Course Code	OMBB402	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
Course Learning objectives: <ul style="list-style-type: none">• Understanding Financial Data and Metrics: Develop a solid understanding of financial data sources, key financial metrics, and their relevance in decision-making. Explore financial statements, ratios, and metrics to interpret the financial health and performance of a business.• Proficiency in Financial Modelling: Acquire hands-on skills in building financial models for forecasting, valuation, and decision analysis. Learn to use spreadsheet tools to create dynamic financial models that support strategic decision-making and financial planning.• Application of Data Analysis Techniques: Apply data analysis techniques to extract insights from financial data and support evidence-based decision-making. Explore statistical methods, regression analysis, and other quantitative techniques to analyze financial trends and relationships.• Risk Management and Predictive Analytics: Understand the role of analytics in identifying and managing financial risks. Details: Explore predictive analytics to assess potential financial risks, including market trends, credit risk, and other uncertainties affecting financial outcomes.• Integration of Financial Analytics in Strategic Decision-Making: Learn how financial analytics aligns with overall business strategy and contributes to organizational success. Explore case studies and real-world examples where financial analytics plays a pivotal role in shaping strategic decisions and optimizing financial performance.			
Module-1 Foundations of Financial Analytics			(8 Hours)
Introduction to Financial Analytics Overview of financial analytics and its importance in decision-making, Introduction to key financial metrics and data sources.			
Financial Statements Analysis In-depth analysis of financial statements: income statement, balance sheet, and cash flow statement, Interpretation of financial ratios and metrics.			
Financial Forecasting Techniques for financial forecasting and budgeting, Building and interpreting financial models for forecasting.			



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Module-2 Financial Modeling and Valuation	(8 Hours)
Financial Modeling Techniques Hands-on training in building financial models using spreadsheet tools, Scenario analysis and sensitivity testing in financial modeling.	
Valuation Methods Overview of business valuation methods, Practical application of discounted cash flow (DCF) and comparable company analysis (CCA).	
Module-3 Data Analysis Techniques for Financial Decision-Making	(8 Hours)
Quantitative Methods in Financial Analytics Introduction to statistical methods in financial analysis, Application of regression analysis in financial decision-making.	
Time Series Analysis in Finance Understanding time series data and its relevance in financial analytics, Forecasting financial trends using time series analysis.	
Module-4 Risk Management and Predictive Analytics	(8 Hours)
Financial Risk Management Identification and assessment of financial risks, Strategies for mitigating and managing financial risks.	
Predictive Analytics in Finance Application of predictive analytics to financial forecasting, Use of machine learning techniques in predicting financial outcomes.	
Module-5 Strategic Financial Decision-Making	(8 Hours)
Financial Analytics in Strategic Decision-Making Integration of financial analytics into strategic decision-making processes, Case studies illustrating the strategic impact of financial analytics.	
Financial Analytics Application Practical application of financial analytics concepts to solve real-world business challenges.	
Semester End Examination: <ul style="list-style-type: none">100 percent theory	



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Suggested Learning Resources: Books

1. "Financial Analytics with R: Building a Laptop Laboratory for Data Science" by Mark J. Bennett and Dirk L. Hugen
2. "Ratio Analysis Fundamentals: How 17 Financial Ratios Can Allow You to Analyse Any Business on the Planet" by Axel Tracy
3. "Forecasting: Principles and Practice" by Rob J Hyndman and George Athanasopoulos
4. "Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity" by Paul Pignataro
5. "Valuation: Measuring and Managing the Value of Companies" by McKinsey & Company Inc. and Tim Koller
6. "Statistics for Business and Economics" by Paul Newbold, William L. Carlson, and Betty Thorne
7. "Introduction to Time Series Analysis and Forecasting in R" by Ruey S. Tsay
8. "Financial Risk Management: Models, History, and Institutions" by Allan M. Malz
9. "Predictive Analytics for Dummies" by Dr. Anasse Bari, Mohamed Chaouchi, and Tommy Jung
10. "Strategic Financial Management: Exercises" by Robert Alan Hill
11. "Financial Intelligence, Revised Edition: A Manager's Guide to Knowing What the Numbers Really Mean" by Karen Berman and Joe Knight

Web links and Video Lectures (e-Resources):

1. [Investopedia - Financial Statement Analysis](#): Comprehensive guide to financial statement analysis.
2. [Corporate Finance Institute - Financial Modeling Guide](#): Tutorials on financial modeling concepts.
3. [Macabacus - Valuation Techniques](#): Resources on various valuation techniques and methods.
4. [Investopedia - Discounted Cash Flow \(DCF\)](#): Explanation of the DCF valuation method.
5. [Wall Street Prep - Financial Modeling Courses](#): Video-based financial modeling courses.
6. [Aswath Damodaran - Valuation Lessons](#): Prof. Damodaran's video lectures on valuation.
7. [Investopedia - Understanding Regression Analysis](#): Explanation of regression analysis in finance.
8. [RStudio - Introduction to Time Series Analysis](#): RStudio's education resources, including time series analysis.
9. [Investopedia - Introduction to Financial Risk Management](#): Articles on financial risk management.
10. [Google Cloud - Predictive Analytics Course](#): Free course on predictive analytics using Google Cloud.
11. [Harvard Business Review - Finance](#): Articles and insights on finance and strategic decision-making.
12. [Investopedia - Strategic Financial Management](#): Overview of strategic financial management



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Video Lectures:

1. [YouTube - Statistics.com Channel](#): Various statistics and data analysis tutorials.
2. [LinkedIn Learning - Time Series Analysis](#): Video course on time series analysis.
3. [YouTube - Predictive Analytics World](#): Videos from Predictive Analytics World conferences.
4. [MIT Sloan School of Management - Financial Management Videos](#): Videos on financial management topics from MIT Sloan.
5. [YouTube - Financial Intelligence for Entrepreneurs](#): Video based on the book "Financial Intelligence for Entrepreneurs."

Course outcome

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

Sl. No.	Description	Blooms Level
CO1	Students will develop the ability to make informed financial decisions by leveraging data analytics	L1
CO2	Students will acquire advanced skills in financial modeling and forecasting.	L2
CO3	Students will understand and apply risk management principles in financial contexts.	L3

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	

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Big Data Analytics			
Course Code	OMBB403	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
Course Learning objectives: <ul style="list-style-type: none">• Understanding Big Data Concepts: Develop a foundational understanding of Big Data concepts, including volume, velocity, variety, and veracity. Explore the characteristics of Big Data and its impact on business decision-making.• Proficiency in Big Data Technologies: Acquire practical skills in using Big Data technologies and tools. Details: Gain hands-on experience with platforms like Hadoop, Spark, and related technologies used for processing and analyzing large datasets.• Application of Data Mining Techniques: Apply data mining techniques to extract valuable insights from large datasets. Explore algorithms and methods for clustering, classification, and association analysis in the context of Big Data.• Integration of Big Data Analytics into Business Strategy: Understand how Big Data analytics aligns with and contributes to overall business strategy. Explore case studies and examples where Big Data analytics has played a crucial role in shaping business strategies and driving innovation.			
Module-1 Introduction to Big Data and Analytics (8 Hours)			
Foundations of Big Data Overview of Big Data concepts, characteristics, and challenges, Introduction to the impact of Big Data on businesses and decision-making.			
Big Data Technologies Exploration of key Big Data technologies such as Hadoop and Spark, Understanding the architecture and components of Big Data processing frameworks.			
Data Storage and Retrieval Overview of different storage solutions for Big Data (e.g., HDFS, NoSQL databases), Retrieval techniques and considerations for handling large datasets.			



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Module-2 Data Mining and Machine Learning for Big Data	(8 Hours)
Data Mining Techniques Introduction to data mining algorithms for Big Data analytics, Applications of clustering, classification, and association analysis.	
Machine Learning with Big Data Hands-on exploration of machine learning algorithms suitable for Big Data, Case studies illustrating the use of machine learning in business analytics.	
Module-3 Big Data Analytics in Business Strategy	(8 Hours)
Integration with Business Strategy Aligning Big Data analytics with overall business strategy, Case studies demonstrating successful integration for strategic decision-making.	
Innovation through Big Data Exploring how Big Data analytics drives innovation in various industries, Identifying opportunities for business transformation and competitive advantage.	
Module-4 Ethical and Legal Considerations in Big Data Analytics	(8 Hours)
Ethical Issues in Big Data Analytics Discussion of ethical considerations related to the collection and use of Big Data, Case studies highlighting ethical challenges and best practices.	
Legal Compliance and Privacy Overview of legal frameworks governing Big Data, including GDPR and other regulations, Strategies for ensuring compliance and protecting privacy in Big Data analytics.	
Module-5 Advanced Topics in Big Data Analytics	(8 Hours)
Real-time Big Data Analytics Understanding real-time processing and analytics for Big Data, Applications and challenges of real-time data analytics.	
Big Data Visualization Techniques for visualizing and interpreting insights from large datasets, Tools and best practices for effective Big Data visualization.	
Semester End Examination: <ul style="list-style-type: none">100 percent theory	



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Suggested Learning Resources:

Books

1. "Big Data: A Revolution That Will Transform How We Live, Work, and Think" by Viktor Mayer-Schönberger and Kenneth Cukier
2. "Hadoop: The Definitive Guide" by Tom White
3. "Big Data: A Very Short Introduction" by Dawn E. Holmes
4. "Data Mining: Concepts and Techniques" by Jiawei Han, Micheline Kamber, and Jian Pei
5. "Big Data Analytics with R" by Simon Walkowiak
6. "Competing on Analytics: The New Science of Winning" by Thomas H. Davenport and Jeanne G. Harris
7. "Big Data at Work: Dispelling the Myths, Uncovering the Opportunities" by Thomas H. Davenport
8. "Big Data: Using SMART Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance" by Bernard Marr
9. "Big Data and Social Science: A Practical Guide to Methods and Tools" by Ian Foster, Rayid Ghani, Ron S. Jarmin, Frauke Kreuter, and Julia Lane
10. "Real-Time Analytics: Techniques to Analyze and Visualize Streaming Data" by Byron Ellis, Shane Duan, and Ian Gao
11. "Data Visualization for Dummies" by Mico Yuk and Stephanie Diamond

Web links and Video Lectures (e-Resources):

1. [Big Data Overview - IBM](#): IBM's overview of Big Data concepts and technologies.
2. [Introduction to Big Data - TutorialsPoint](#): Tutorials covering various aspects of Big Data
3. [KDnuggets - Data Mining Resources](#): A comprehensive resource portal for data mining and analytics.
4. [Machine Learning Mastery - Jason Brownlee](#): Blog with tutorials on machine learning algorithms.
5. [Harvard Business Review - Big Data](#): Articles on Big Data's impact on business strategy.
6. [Forrester - Big Data Analytics](#): Reports and insights on Big Data analytics.
7. [Big Data Use Cases - Oracle](#): Explore practical use cases of Big Data across different industries.
8. [Big Data Case Studies - TechRepublic](#): Case studies highlighting successful Big Data implementations.
9. [Real-Time Analytics - Analytics Vidhya](#): Guide to real-time analytics and applications.
10. [Data Visualization Society](#): Community and resources for data visualization enthusiasts.



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Video Lectures:

1. [Big Data and Business Analytics - MIT Sloan School of Management](#): Lecture on the intersection of Big Data and business analytics.
2. [Big Data Analytics - IBM Cloud](#): Video explaining the role of Big Data analytics in business.
3. [Big Data Analytics: Real-World Examples - DataCamp](#): Video showcasing real-world examples of Big Data analytics.
4. [Big Data in Healthcare - AWS](#): Video on Big Data applications in the healthcare industry.
5. [Data Visualization Fundamentals - Tableau](#): Video on data visualization fundamentals using Tableau.

- Corey Schafer's Python Tutorials: A comprehensive YouTube playlist covering Python basics and advanced topics.
- Module 2: Data Handling and Manipulation with Pandas
- Web Links:
- Pandas Documentation: Official documentation for Pandas.
- Pandas Cheat Sheet: A quick reference guide for Pandas operations.
- Video Lectures:
- Data School's Pandas Tutorials: YouTube playlist covering various aspects of Pandas.
- Module 3: Data Visualization with Matplotlib and Seaborn
- Web Links:
- Matplotlib Documentation: Official documentation for Matplotlib.
- Seaborn Documentation: Official documentation for Seaborn.
- Video Lectures:
- Corey Schafer's Matplotlib Tutorial: A comprehensive tutorial on Matplotlib.
- StatQuest with Josh Starmer - Seaborn Tutorial: An introduction to Seaborn.
- Module 4: Statistical Analysis with NumPy and SciPy
- Web Links:
- NumPy Documentation: Official documentation for NumPy.
- SciPy Documentation: Official documentation for SciPy.
- Video Lectures:
- Corey Schafer's NumPy Tutorial: YouTube tutorial on NumPy.
- SciPy 2020 Tutorials: A playlist of SciPy tutorials from the SciPy 2020 conference.
- Module 5: Business Analytics Applications and Case Studies in Python
- Web Links:
- Towards Data Science: A platform for sharing data science and analytics articles with various case studies.
- Kaggle Datasets: Explore datasets and kernels on Kaggle for real-world examples.
- Video Lectures:
- Data School's Business Analytics with Python: YouTube playlist covering business analytics applications in Python.

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Course outcome

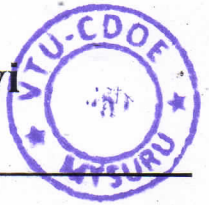
At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Students will be able to leverage Big Data analytics to inform and drive strategic decision-making within organizations	L1
CO2	Students will gain hands-on proficiency in utilizing key Big Data technologies and tools.	L2
CO3	Students will be able to apply Big Data analytics concepts and techniques to solve real-world business challenges.	L3

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	

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MBA ASSESSMENT GUIDELINES (BOTH CIE AND SEE)

The weightage of Continuous Internal Evaluation (CIE) is 30% and for Semester End Exam (SEE) is 70%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 50% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE and SEE taken together.

Continuous Internal Evaluation:

The CIE will be for 30 Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE. CIE Marks will be based on 30 objective type questions (MCQ's, Fill in the blanks, one word answer, etc.) from all the Modules. Equal weightage should be given to all the modules.

Semester End Examination:

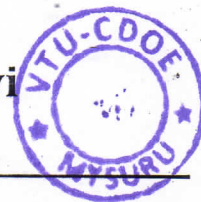
The SEE question paper will be set for 70 marks & will have three sections

- **Section-A** consists of 20 objective type questions carrying 1 mark each. All questions are compulsory
- **Section-B** consists of 8 questions carrying 6 marks each. The students will have to answer 5 complete questions
- **Section-C** will be Case Study pertaining to any of the module carrying 20 marks, which is compulsory

Approved

[Signature]
Dr. A. Manjunatha
Professor and Co-Ordinator
Department of MBA
University B.D.T. College of Engineering
DAVANGERE - 577 004.

[Signature]
**PROGRAMME CO-ORDINATOR
MANAGEMENT**
Visvesvaraya Technological University
Centre for Distance and Online Education
MYSURU-570 029



MBA PROJECT WORK GUIDELINES

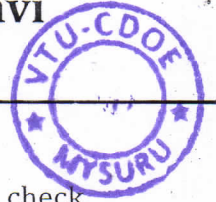
Course	OMBAPR404	CIE Marks	30
Teaching Hours/Week (L: P: SDA)	4:0:0	SEE Marks	70
Credits	08	Exam Hours	03

Objective

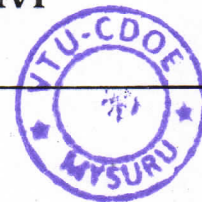
To expose the students to understand the working of the organization/company/ industry and take up an in-depth study of an issue/problem in the area of specialization.

General guidelines

- Each candidate shall carry out the project work independently as per Scheme of Teaching and Evaluations under the guidance of one of the faculty members of the Department.
- If the project is of inter-disciplinary nature, a co-guide shall be allotted by the University from the other concerned department.
- The topic and title of the dissertation shall be chosen by the candidate in consultation with the guide and co-guide, if any, before the commencement of fourth semester.
- The subject and topic of the dissertation shall be from the major field of studies of the candidate. Modification of only the title but not the field of work may be permitted at the time of final submission of dissertation report during fourth semester.
- The Project Work and Dissertation preparation could be carried out by the students either in their work place/ institution/ any industry/ R&D labs/ business organizations.
- The candidate shall submit a soft copy of the dissertation work to the University. The soft copy shall contain the entire Dissertation on the project work in monolithic form as a PDF file (not separate chapters).
- The Guide, after satisfying himself/herself on the suitability of the dissertation and checking the report for completeness and shall upload the Dissertation along with the name, University Seat Number, address, mobile number of the candidate etc., as prescribed in the form available on online Dissertation evaluation portal.



- Once the Guide uploads the dissertation, the same shall be linked for plagiarism check. The allowable plagiarism index shall be less than or equal to 25%. If the check indicates a plagiarism index greater than 25%, he/she shall, resubmit the dissertation to the Registrar (Evaluation)/Regional Centre/ Head Office, VTU along with the penal fees.
- By keeping the business trend in the present scenario, university has given an option to the students to select the research problem either from business organization or they can carry out the project on freelance basis subject to the approval of department committee. It is the total responsibility of the internal guide to monitor the freelance project.
- In case, business problem selected from a Company, no two students of an institute shall work on the same problem in the same organization.
- The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
- On completion of the project work, student shall prepare a report with the following format.
 - i. The Project report shall be prepared using word processor viz. MS Word with New Times Roman, 12 font size and shall be in the A4 size 1" margin on all the sides (1.5 inch on left side) and 1.5 line spacing. The Project report shall not exceed 100 pages.
 - ii. The report shall have a title sheet with the title of the project, guide details and month & year of admission.
 - iii. A certificate by the guide, Programme Coordinator and the Director indicating the bonafide performance of the project by the student to be enclosed.
 - iv. An undertaking by the student to the effect that the work is independently carried out by him/her.
 - v. The certificate from the organization if applicable (if its Freelance project, certificate is not required and internal guide can issue a certificate for successful completion).



Project Report Evaluation:

- Internal evaluation will be done by the internal guide.
- External valuation shall be done by faculty members of PG centers of VTU and VTU affiliated institutes with minimum of 10 years experience.
- **Viva-Voce / Presentation:** A viva-voce examination shall be conducted online where a student is expected to give a presentation of his/ her work.
- Minimum passing marks of the Project work is 50% in each of the components such as Internal Marks, report evaluation and viva-voce examination.

CONTENTS OF THE INTERNSHIP REPORT

- Cover page
- Certificate from the Organization (scanned copy if applicable)
- Certificate from the Guide, Programme Coordinator (scanned copy) indicating bonafide performance of Project by the student
- Declaration by the student (scanned copy)
- Acknowledgement
- Table of contents
- List of tables and graphs
- Executive summary

Chapter 1: Introduction

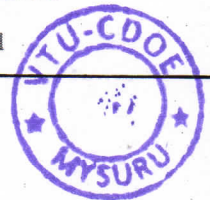
Introduction, Industry profile and company profile: Promoters, vision, Mission & Quality Policy. Products / services profile areas of operation, infrastructure facilities, competitor's information, SWOT Analysis, Future growth and prospects and Financial Statement.

Chapter 2: Conceptual background and Literature review

Theoretical background of the study, Literature review with research gap (with minimum 20 literature reviews).

Chapter 3: Research Design

Statement of the problem, Need for the study, Objectives, Scope of the study, Research methodology, Hypotheses, Limitations, Chapter scheme.



Chapter 4: Analysis and Interpretation

Analysis and interpretation of the data- collected with relevant tables and graphs. Results obtained by the using statistical tools must be included.

Chapter 5: Findings, Conclusion and Suggestions

Summary of findings, Conclusion and Suggestions / Recommendations

Bibliography: Books, Articles names, etc. to be mentioned as per APA style.

Annexure: Relevant to the project such as figures, graphs, photographs etc.,

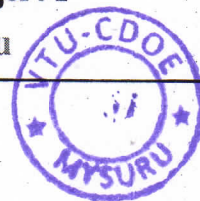
Rubrics for Project Work (OMBAPR404)

Sl. No.	Evaluation Type	Particulars	Marks
1	CIE	Internal Assessment by the Guide- Based on the Presentations by Students	30
2	SEE	Report Evaluation by the Guide & External Examiner. Average of the marks awarded by the two Examiners shall be the final evaluation marks for the Dissertation	35
3	SEE	Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry/ Institute (Joint Evaluation)	35
Total			100

Rubrics for Project Evaluation and Viva voce Examination

A. Internal Assessment by the Guide- Based on three Presentations by Students

Sl. No.	Aspects	Marks
1	Three Presentations	5
2	Introduction and Methodology	5
3	Industry and Company Profile	5
4	Theoretical background of study	5
5	Data analysis and interpretation	5
6	Summary of findings, suggestions and conclusion	5
Total		30



B. Report Evaluation by the Guide & External Examiner

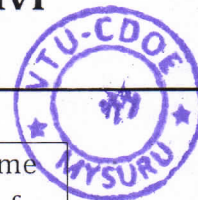
Sl. No.	Aspects	Marks
1	Introduction & Relevance of the project	5
2	Conceptual background and literature review	5
3	Research design	5
4	Analysis and interpretation	10
5	Summary of findings, suggestions and conclusion	10
Total		35

C. Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry/ Institute (Joint Evaluation)

Sl. No.	Aspects	Marks
1	Presentation and Communication Skills	5
2	Subject knowledge	5
3	Objectives of the study and Methodology	5
4	Analysis using statistical tools and statistical packages	10
5	Findings and appropriate suggestions	10
Total		35

Activity Chart to be followed during Project Work

Activity	Remarks
Identifying the organization and Problem identification	Student individually identifies an organization or identifies problem for his/her study, according to his/her interest.
Problem statement & Research Design	His/ Her interests are discussed with project guides. Discussion with Internal Guide to decide on suitable design for the research
Synopsis Preparation	Preparation of Synopsis* & formulating the objectives
Presentation of Synopsis	The student will present the synopsis with the detailed execution plan to the Internal Guide and Programme Coordinator who will review and may: a. Approve b. Approve with modification or c. Reject for fresh synopsis



Approval Status	The approval status is submitted to Programme Coordinator who will officially give concurrence for the execution of the Project
Understanding Structure, Culture and functions of the organization / Identifying of business problem from the Industry through the literature study	Student should understand products / services and the problems of the organization
Preparation of Research design and Research instrument for data collection	Discussion with the guide for finalization of research design and instrument in his/her domain and present the same to the guide. (First Presentation)
Data collection	Date collected to be edited, coded, tabulated and presented to the guide for suggestions for analysis. (Second Presentation)
Analysis and finalization of report	Students must use appropriate and latest statistical tools and techniques for analyzing the data. (Third Presentation)
Submission of Report	Final Report should be submitted to the University before one week of the commencement of theory examination.

***Synopsis of 3-4 pages to be submitted to the Programme Coordinator through the Guide**

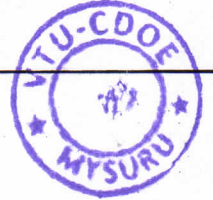
Page 1	Title, Contact Address of student- with details of Internal and External Guide (if applicable)
Pages 2-4	Short introduction with objectives and summary (300 words), Review of Articles / Literature about the topic with source of information.

Formats for Project Report

- Format of Cover Page
- Format of certificate by Company/Institution or from both
- Format of Declaration Page
- Format of Contents
- Format of List of Tables and Charts
- Format of Bibliography



Visvesvaraya Technological University, Belagavi
Centre for Distance and Online Education (CDOE), Mysuru



(Title of the Report)

Submitted by

(Student Name)

(USN)

Submitted to

VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELGAVI

In partial fulfillment of the requirements for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

Under the guidance of

INTERNAL GUIDE

(Name & Designation)

EXTERNAL GUIDE

(Name & Designation)

(Institute Logo)

Department of Management

VTU's Centre for Distance and Online Education

Mysuru

(Month & Year of submission)



CERTIFICATE

This is to certify that (Name of the Student) bearing USN (xxxx), is a bonafide student of Master of Business Administration course of the Institute (Batch), affiliated to Visvesvaraya Technological University, Belgavi. Project report on “(Title of Report)” is prepared by him/her under the guidance of (Name of the Guide), in partial fulfillment of the requirements for the award of the degree of Master of Business Administration of Visvesvaraya Technological University, Belagavi, Karnataka.

Signature of Internal Guide

Signature of PC

Signature of Director

DECLARATION

I, (Student Name), hereby declare that the Project report entitled “(Title)” with reference to (Organization with place) prepared by me under the guidance of (Guide Name), faculty of M.B.A Department, (Institute name) and external assistance by (External Guide Name, Designation and Organization). I also declare that this Project work is towards the partial fulfillment of the university Regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belagavi. I have undergone a summer project for a period of Twelve weeks. I further declare that this Project is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other University / Institution.

Place: Signature of the Student

Date:

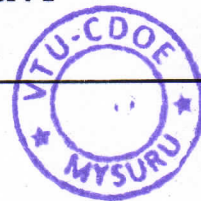


Table of Contents

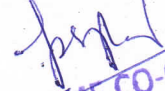
Sl. No.	Contents	Page No's.
Executive Summary		
Chapter-1	Introduction	XXX
Chapter-2	Industry and Company profile	XXX
Chapter-3	Theoretical Background of the Study	XXX
Chapter-4	Data Analysis and interpretation	XXX
Chapter-5	Summary of Findings, suggestions and Conclusion	XXX
Bibliography		
Annexures		

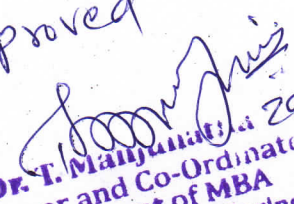
List of Tables

Sl. No.	Particulars	Page No's.
1	Table showing ABC Analysis	XXX

List of Figures/ Charts/ Graphs

Sl. No.	Particulars	Page No's.
1	Graph showing ABC Analysis	XXX


PROGRAMME CO-ORDINATOR
MANAGEMENT
Visvesvaraya Technological University
Centre for Distance and Online Education
MYSURU - 576 029


Approved
Dr. T. Manjunatha
Professor and Co-Ordinator
Department of MBA
University B.D.T. College of Engineering
DAVANGERE - 577 004
29/7/24