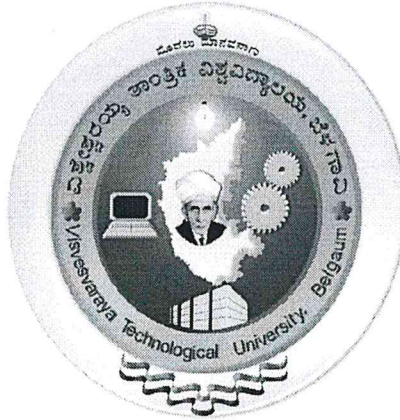




**Visvesvaraya Technological University, Belagavi**  
(State University of Government of Karnataka Established as per the VTU Act, 1994)


**VTU Centre for Online Education (VTU-COE)**

**VTU Centre for Online Education (VTU-COE)**



**Master of Business Administration**  
**(MBA - HR / MM / FM)**

**Scheme and Syllabus**

  
**Dr. T. Manjunatha**  
Professor and Co-Ordinator  
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# Visvesvaraya Technological University, Belagavi

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### PROGRAM OUTCOMES (POs)

#### **MBA 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 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 Graduate will be able**

1. To provide conceptual and practical knowledge that may be applied in actual business.
2. To pursue lifelong education to reach goals and be a responsible citizen.
3. To enhance critical thinking and decision-making skills.
4. To foster a sense of unity within a group and 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	OMBA101	Management and Organizational Behaviour	4
2	OMBA102	Quantitative Techniques	4
3	OMBA103	Accounting for Managers	4
4	OMBA104	Marketing Management	4
5	OMBA105	Business Communication	4
TOTAL			20

## Semester - II

Sl. No	Code	Course Name	Credits
1	OMBA201	Human Resources Management	4
2	OMBA202	Corporate Strategy	4
3	OMBA203	Financial Management	4
4	OMBA204	Business Research Methods	4
5	OMBA205	Entrepreneurship Development	4
TOTAL			20

## Semester - III (Core subject and Specializations)

Marketing	Finance	Human Resources	Credit
OMBAMM301	OMBAFM301	OMBAHR301	4
OMBAMM302	OMBAFM302	OMBAHR302	4
OMBAMM303	OMBAFM303	OMBAHR303	4
OMBAMM304	OMBAFM304	OMBAHR304	4
OMBAMM305	OMBAFM305	OMBAHR305	4
OMBAMM306	OMBAFM306	OMBAHR306	Audit Course
* Compulsory			20



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Centre for Distance and Online Education (VTU-CDOE)

## SEMESTER-III (Core subject and Specializations)

Code	Marketing	Code	Finance	Code	Human Resources Management
OMBAMM301	Employability & Professional Skills	OMBAFM301	Employability & Professional Skills	OMBAHR 301	Employability & Professional Skills
OMBAMM302	Consumer Behaviour	OMBAFM 302	Financial Services & Securities Market	OMBAHR 302	Conflict & Negotiation Management
OMBAMM303	Services Marketing	OMBAFM 303	Risk Management and Insurance	OMBAHR 303	Recruitment and selection
OMBAMM304	Strategic Brand Management	OMBAFM 304	Behavioural Finance	OMBAHR 304	Human Resource Analytics
OMBAMM305	Industrial Marketing	OMBAFM 305	Tax Management	OMBAHR 305	International Human Resource Management
OMBAMM306	Universal Human Values	OMBAFM306	Universal Human Values	OMBAHR 306	Universal Human Values

## SEMESTER-IV (Specializations)

Marketing	Finance	Human Resources	Credit
OMBAMM401	OMBAFM401	OMBAHR401	4
OMBAMM402	OMBAFM402	OMBAHR402	4
OMBAMM403	OMBAFM403	OMBAHR403	4
OMBAMM404	OMBAFM404	OMBAHR404	8
TOTAL			20



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## SEMESTER-IV (Specializations)

Code	Marketing	Code	Finance	Code	Human Resources Management
OMBAMM401	International Business	OMBAFM 401	International Business	OMBAHR 401	International Business
OMBAMM402	Digital & Social Media Marketing	OMBA FM402	Investment Analysis & Portfolio Management	OMBAHR 402	Compensation & Benefits
OMBAMM403	Integrated Marketing Communication	OMBA FM403	Banking & Financial Services	OMBAHR 403	Industrial Legislation
OMBAMM404	Project Work	OMBAFM 404	Project Work	OMBAHR 404	Project Work





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## VTU Centre for Online Education (VTU-COE)

Management and Organizational Behaviour			
Course Code	OMBA101	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
<b>Course Objectives</b> <ul style="list-style-type: none"> <li>To understand theories and models of Management and Organizational Behaviour</li> <li>To classify and differentiate various models of problem solving</li> <li>To compile a framework for addressing and resolving the problems at workplace</li> <li>To acquaint the required industry relevant skill sets</li> </ul>			
<b>Module-1</b>			<b>8 hours</b>
Management – Introduction, Meaning, Nature, Objectives, Importance, Differences between Administration and Management, Levels of Management, Types of Managers, Managerial roles, and Evolution of Management Thought.			
<b>Module -2</b>			<b>8 hours</b>
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.			
<b>Module -3</b>			<b>6 hours</b>
Organizational Behaviour: Introduction, Meaning, History of Organizational Behaviour, Organizational effectiveness, Organizational learning process, Need for studying Organizational Behaviour.			
<b>Module -4</b>			<b>10 hours</b>
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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VTU Centre for Online Education (VTU-COE)



## Module-5

8 Hours

Power and Politics: Meaning, Sources of power, consequences of power, Managing organizational politics.

Culture: Meaning, Elements of Organizational culture, Characteristics, Types, Creating Organizational culture.

Organizational Change: Meaning, Characteristics, Forces responsible for change, Resistance to change, and Managing resistance to change.

### Semester End Examination:

100 percent theory: 0 percent problems

### Suggested Learning Resources:

#### Books

1. Essentials of Management, Koontz, McGraw Hill, 8/e, 2014
2. Management, John R. Schermerhorn, Jr., 8/e, Wiley India, 2010.
3. Organisational Behaviour, Fred Luthans, 12/e, McGraw Hill International, 2011
4. Organisational Behaviour, Steven L. McShane & Mary Ann Von Glinow, 6/e, McGraw Hill Education, 2015
5. Principles and Practices of Management and Organisational Behaviour, Chandrani Singh and Aditi Khatri, Sage Publications, 2016

### Web links and Video Lectures (e-Resources):

- [https://onlinecourses.nptel.ac.in/noc22\\_mg104/preview](https://onlinecourses.nptel.ac.in/noc22_mg104/preview)
- [https://onlinecourses.nptel.ac.in/noc22\\_mg78/preview](https://onlinecourses.nptel.ac.in/noc22_mg78/preview)
- [https://learninglink.oup.com/access/king-lawley3e-student-resources#tag\\_all-chapters](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>

**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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# Visvesvaraya Technological University, Belagavi

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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	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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VTU Centre for Online Education (VTU-COE)

Quantitative Techniques			
Course Code	OMBA102	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
<b>Course Learning objectives:</b> <ol style="list-style-type: none"> <li>1. To make the students learn about the applications of statistical &amp; quantitative tools and Techniques in decision making.</li> <li>2. To emphasize the need for statistics and decision models in solving business problems.</li> <li>3. To enhance the knowledge on descriptive and inferential statistics.</li> <li>4. To develop analytical skills in students in order to comprehend and practice data analysis at different levels.</li> </ol>			
<b>Module-1 Introduction to Statistics</b>			<b>8 Hours</b>
<b>Introduction to Statistics:</b> Meaning and Definition, functions, scope and limitations, Measures of central tendency - Mean, Median, Mode. <b>Measures of dispersion:</b> Range - Quartile Deviation - Standard Deviation - Variance-Coefficient of Variance - Comparison of various measures of Dispersion.			
<b>Module -2 Correlation and Regression</b>			<b>8 Hours</b>
Scatter Diagram, Karl Pearson correlation, Spearman's Rank correlation (one way table only), simple and multiple regressions (problems on simple regression only).			
<b>Module -3 Hypotheses</b>			<b>8 Hours</b>
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).			
<b>Module-4 Introduction to Linear Programming Problem</b>			<b>8 Hours</b>
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).			
<b>Module-5 Project Management</b>			<b>8 Hours</b>
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>

**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 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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# Visvesvaraya Technological University, Belagavi

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

VTU Centre for Online Education (VTU-COE)

## 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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## VTU Centre for Online Education (VTU-COE)

Accounting for Managers			
Course Code	OMBA103	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
<b>Course Learning objectives:</b> <ul style="list-style-type: none"><li>To enable the students to understand the conceptual framework of accounting, reporting and financial statements.</li><li>To enable the students in preparation of books of accounts and accounting records leading to final accounts and interpretation there-off.</li><li>To acquaint the students with interpretation of accounting information and analyses of financial statements for decision making.</li></ul>			
<b>Module-1</b>		<b>(8 Hours)</b>	
<b>Introduction to Accounting:</b> 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)			
<b>Module-2</b>		<b>(8 Hours)</b>	
<b>Accounting Cycle:</b> Single Entry System, Double Entry System Journal, Ledgers, Trial balance (Theory and Problems).			
<b>Module-3</b>		<b>(8 Hours)</b>	
<b>Final Accounts of companies:</b> 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).			
<b>Module-4</b>		<b>(8 Hours)</b>	
<b>Analysis of Financial Statements:</b> 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).			
<b>Module-5</b>		<b>(8 Hours)</b>	
<b>Depreciation and Emerging Issues in Accounting:</b> 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).			
<b>Semester End Examination:</b> <ul style="list-style-type: none"><li>40 percent theory: 60 percent problems</li></ul>			

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## Visvesvaraya Technological University, Belagavi

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### VTU Centre for Online Education (VTU-COE)

#### 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, Maheswari Sharad K. Maheswari, 2/e, Vikas Publishing house (P) Ltd.
3. Computerized Accounting, Neeraj Goyal, Rohit Sachdeva, 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://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://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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# Visvesvaraya Technological University, Belagavi

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## VTU Centre for Online Education (VTU-COE)

### 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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# Visvesvaraya Technological University, Belagavi

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## VTU Centre for Online Education (VTU-COE)

Marketing Management			
Course Code	OMBA104	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
<b>Course Objectives</b> <ul style="list-style-type: none"><li>To familiarize with the basic concepts, and techniques of marketing management</li><li>To gain knowledge on consumer buying behaviour and influencing factors</li><li>To describe major bases for segment marketing, target marketing, and market positioning.</li><li>To develop a Conceptual framework, covering basic elements of the marketing mix.</li><li>To analyses and solve marketing problems in the complex and fast changing business environment.</li></ul>			
<b>Module-1 Introduction to Marketing Management and marketing Environment</b>			<b>9 Hours</b>
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.			
<b>Module -2 Product Decision</b>			<b>9 Hours</b>
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.			
<b>Module -3 Price Decisions</b>			<b>7 Hours</b>
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.			
<b>Module: Promotion mix Decisions and channel of Distribution</b>			<b>8 Hours</b>

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**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.

### 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.

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## 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/iWuYUShXHg>
- [https://youtu.be/IErR\\_YYfP3Y](https://youtu.be/IErR_YYfP3Y)
- <https://youtu.be/mL7V7MASrDIQ>

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.

Sl. No.	Description	Blooms Level	Course outcome
CO1	Comprehend the concepts of Marketing Management.	L1	At the end of the course the student will be able to:
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	L4	

## 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				

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## VTU Centre for Online Education (VTU-COE)

Business Communication			
Course Code	OMBA105	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
<b>Course Objectives</b> <ul style="list-style-type: none"> <li>To enable the students to become aware of their communication skills and sensitize them to their potential to become successful managers.</li> <li>To enable learners with the mechanics of writing and also help them to draft business letters in English precisely and effectively.</li> <li>To introduce the students to some of the practices in managerial communication those are in vogue.</li> <li>To prepare students to develop the art of business communication with emphasis on analysing business situations.</li> <li>To train Students towards drafting business proposals.</li> </ul>			
<b>Module-1</b>			<b>8 Hours</b>
<b>Introduction:</b> 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.			
<b>Module -2</b>			<b>8 Hours</b>
<b>Oral and Written Communication:</b> 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.			
<b>Module -3</b>			<b>8 Hours</b>
<b>Business Letters and Reports:</b> 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. <b>Writing Proposals:</b> Structure & preparation - Writing memos <b>Media Management:</b> The press release – Press conference – Media interviews.			

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**Group Communication:** Meetings – Planning meetings – objectives –participants – timing – venue of meetings.

**Meeting Documentation:** Notice, Agenda, and Resolution & Minutes.

### 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:

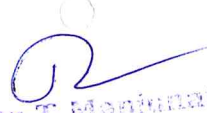
100 percent theory: 0 percent problems

### Suggested Learning Resources:

#### Books:

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.

### Web links and Video Lectures (e-Resources):

  
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## VTU Centre for Online Education (VTU-COE)

- <https://www.youtube.com/watch?v=yml9dx9nUco>
- <https://www.edx.org/learn/business-communications>
- [https://onlinecourses.swayam2.ac.in/imb19\\_mg14/preview](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://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	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)

Human Resources Management			
Course Code	OMBA201	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
<b>Course Objectives</b> <ol style="list-style-type: none"><li>1. To impart the fundamental concepts of Human Resource management and provide the significance of HRM.</li><li>2. To prepare the students to apply the knowledge of HRM to solve organizational problems.</li><li>3. To Enable the students analyze the organizational situation and prepare the HRM strategies for organizational development.</li><li>4. To demonstrate the knowledge in analyzing the organization's real time problems.</li></ol>			
<b>Module-1</b>		<b>8 Hours</b>	
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			
<b>Module -2</b>		<b>8 Hours</b>	
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.			
<b>Module -3</b>		<b>8 Hours</b>	
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.			
<b>Module -4</b>		<b>8 Hours</b>	
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><b>Semester End Examination:</b> 100 percent theory: 0 percent problems</p>	
<p><b>Suggested Learning Resources:</b></p> <p><b>Books:</b></p> <ol style="list-style-type: none"><li>1. Human Resource Management , VSP Rao, 3/e, Excel Books, 2010</li><li>2. Human Resource Management, K. Aswathappa , 6/e, McGraw Hill Education, 2010</li><li>3. Personnel and Human Resource Management, P SubbaRao, 5/e, Himalaya Publishing House, 2015</li><li>4. Human Resources Management authored by T.P Renuka Murthy by HPH, 2015 edition.</li></ol>	
<p><b>Web links and Video Lectures (e-Resources):</b></p> <ul style="list-style-type: none"><li>• <a href="https://www.youtube.com/watch?v=zAy6xT8Rvag">https://www.youtube.com/watch?v=zAy6xT8Rvag</a></li><li>• <a href="https://www.youtube.com/watch?v=w_wIMveGlrI&amp;list=PLPjSqITyvDeXSqZlgYD2XKKLGZtjrhDtl">https://www.youtube.com/watch?v=w_wIMveGlrI&amp;list=PLPjSqITyvDeXSqZlgYD2XKKLGZtjrhDtl</a></li><li>• <a href="https://www.youtube.com/watch?v=wOCqMEVrW3Y&amp;list=PL_a1TI5CC9RHmoV-nhwnqaoFA0b0mHURU">https://www.youtube.com/watch?v=wOCqMEVrW3Y&amp;list=PL_a1TI5CC9RHmoV-nhwnqaoFA0b0mHURU</a></li><li>• <a href="https://www.youtube.com/watch?v=VU_7AaOZCLI">https://www.youtube.com/watch?v=VU_7AaOZCLI</a></li></ul>	

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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	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	OMBA202	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
<b>Course Objectives</b> 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			
<b>Module-1</b>		<b>8 Hours</b>	
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.			
<b>Module -2</b>		<b>8 Hours</b>	
The External Assessment, PESTLE Analysis, Competitive Analysis, Industry Analysis, Porter's Five-Forces Model, and Key Success Factors.			
<b>Module -3</b>		<b>6 Hours</b>	
The Internal Assessment, Key internal forces, Resource Based View (RBV), SWOC Analysis, Value Chain Analysis, Balanced Score Card, and Bench Marking.			
<b>Module -4</b>		<b>10 Hours</b>	
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.			
<b>Module-5</b>		<b>8 Hours</b>	
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=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	OMBA203	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
<b>Course Objectives:</b> <ol style="list-style-type: none"> <li>1. To familiarize the students with basic concepts of financial management and financial system.</li> <li>2. To understand concept of time value of money and its implication.</li> <li>3. To evaluate the investment proposals.</li> <li>4. To understand the management of working capital in an organization.</li> <li>5. To analyze capital structure and dividend decision.</li> </ol>			
<b>Module-1 Introduction</b>			<b>08 Hours</b>
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)			
<b>Module -2 Time Value of Money</b>			<b>08 Hours</b>
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)			
<b>Module -3 Sources of Financing and Cost of Capital</b>			<b>08 Hours</b>
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).			
<b>Module -4 Capital Budgeting</b>			<b>08 Hours</b>
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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### VTU Centre for Online Education (VTU-COE)

<b>Module-5 Capital structure and Dividend Decisions</b>		<b>08 Hours</b>
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.		
<b>Semester End Examination:</b> 40% Theory: 60% Problems		
<b>Suggested Learning Resources:</b> <b>Books:</b> <ol style="list-style-type: none"><li>1. Financial Management, Khan M. Y. &amp; Jain P. K, TMH, 7<sup>th</sup> Edition</li><li>2. Financial Management, Prasanna Chandra, TMH, 9<sup>th</sup> Edition</li><li>3. Financial Management, I M Pandey, Vikas Publishing House, 11<sup>th</sup> Edition</li></ol>		
<b>Web links and Video Lectures (e-Resources):</b> <ol style="list-style-type: none"><li>1. <a href="https://www.mastermindsindia.com/">https://www.mastermindsindia.com/</a></li><li>2. <a href="https://www.mygreatlearning.com/">https://www.mygreatlearning.com/</a></li><li>3. <a href="https://www.youtube.com/watch?v=qrs3taWpuD8">https://www.youtube.com/watch?v=qrs3taWpuD8</a></li><li>4. <a href="https://www.youtube.com/watch?v=TgF2XvjquUU&amp;list=PLLy_2iUCG87CX_Y2B6fPex1SOIqxzzD5Wj">https://www.youtube.com/watch?v=TgF2XvjquUU&amp;list=PLLy_2iUCG87CX_Y2B6fPex1SOIqxzzD5Wj</a></li></ol>		
<b>Note:</b> 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.		
<b>Course outcome</b>  At the end of the course the student will be able to:		
<b>Sl. No.</b>	<b>Description</b>	<b>Blooms Level</b>
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	OMBA204	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
<b>Course Objectives</b> <ol style="list-style-type: none"> <li>1. To understand the basic components of research design</li> <li>2. To Gain an insight into the applications of research methods</li> <li>3. To equip students with various research analytical tools used in business research</li> <li>4. To develop analytical skills of business research and to prepare scientific business reports</li> </ol>			
<b>Module-1 Introduction to Research, Research Problem and Research Hypothesis</b> <b>7 Hours</b>			
<b>Research:</b> 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.  <b>Research Problem and Formulation of Research Hypotheses:</b> 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.			
<b>Module -2 Research Design and Sampling</b> <b>7 Hours</b>			
<b>Research Design:</b> Meaning of Research Designs; Classification of Research Designs: Exploratory Research Designs, Descriptive Research Designs, Cross-Sectional Studies and Longitudinal Studies; Experimental Designs. <b>Sampling:</b> 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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<b>Module - 3 Measurement, Scaling, Questionnaire Design and Data Collection Methods</b>	<b>9 Hours</b>
<b>Attitude Measurement and Scaling:</b> Types of Measurement Scales; Attitude; Classification of Scales: Single Item Vs Multiple Item Scale, Comparative Vs Non-Comparative Scales. <b>Questionnaire Design:</b> Questionnaire Method; Types of Questionnaires; Process of Questionnaire Designing; Advantages and Disadvantages of Questionnaire Method. <b>Primary and Secondary Data:</b> Classification of Data; Secondary Data: Uses, Advantages, Disadvantages, Types and Sources; Primary Data Collection: Observation Method, Focus Group Discussion, Personal Interview Method.	
<b>Module-4 Data Processing, Data Analysis and Testing of Hypothesis</b>	<b>10 Hours</b>
<b>Data Processing:</b> Data Editing - Field Editing, Centralized in House Editing; Coding - Coding Closed Ended Structured Questions, Coding Open Ended Structured Questions; Classification and Tabulation of Data. 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) <b>Testing of Hypotheses:</b> 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)	
<b>Module-5 Research Report Writing and Ethics in Research</b>	<b>7 Hours</b>
<b>Research Report Writing:</b> 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. <b>Ethics in Research:</b> 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.	

  
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## VTU Centre for Online Education (VTU-COE)

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

[https://mis.alagappauniversity.ac.in/siteAdmin/dde-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.researchgate.net/publication/319207471_HANDBOOK_OF_RESEARCH_METHODOLOGY)

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

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# Visvesvaraya Technological University, Belagavi

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## VTU Centre for Online Education (VTU-COE)

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	OMBA205	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
<b>Course Objectives</b> <ul style="list-style-type: none"><li>• To develop and strengthen entrepreneurial qualities and motivation among students.</li><li>• To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.</li><li>• To provide insights to students on entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs.</li><li>• To make students understand the ways of starting a company of their own.</li></ul>			
<b>Module-1</b>		<b>8 Hours</b>	
<b>Introduction to Entrepreneur &amp; Entrepreneurship:</b> Meaning of Entrepreneur -Types of Entrepreneurs Concept of Entrepreneurship, Entrepreneurial Process-. <b>Corporate Entrepreneurial Mind set:</b> 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,			
<b>Module -2</b>		<b>8 Hours</b>	
<b>Developing Business Model and process of Company Incorporation:</b> 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.			
<b>Module -3</b>		<b>8 Hours</b>	
<b>Entrepreneurship Development and government support system ,</b> 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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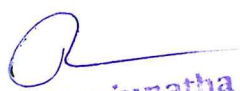
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## VTU Centre for Online Education (VTU-COE)

<b>Module-4</b>	<b>8 Hours</b>
<b>Succession Planning and Strategies for harvesting and ending the Venture:</b> 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 <b>Ethics:</b> Involving Employees, Business associates, social responsibility of Business.	
<b>Module-5</b>	<b>8 Hours</b>
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 care, Transport and allied services.	
<b>Semester End Examination:</b> 100 percent theory: 0 percent problems	
<b>Suggested Learning Resources:</b> <b>Books:</b> <ul style="list-style-type: none"><li>• <b>Entrepreneurship Development Small Business Enterprises.</b> Poornima M Charanthimath, Pearson Education</li><li>• <b>Entrepreneurship.</b> Robert D, Hisrich, 10 edition, Mcgraw Hill Education</li></ul>	
<b>Web links and Video Lectures (e-Resources):</b> <ul style="list-style-type: none"><li>• <a href="https://youtu.be/rbmz5VEW90A">https://youtu.be/rbmz5VEW90A</a></li><li>• <a href="https://www.youtube.com/watch?v=CnStAWc7iOw">https://www.youtube.com/watch?v=CnStAWc7iOw</a></li><li>• <a href="https://www.youtube.com/watch?v=RLQivEQUgUc">https://www.youtube.com/watch?v=RLQivEQUgUc</a></li></ul>	
<b>Note:</b> 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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## 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	<b>Demonstrate</b> interest and orientation towards entrepreneurship, and entrepreneurial opportunities to set up a business	3
CO2	<b>Demonstrate</b> creative thinking for innovative business ideas and opportunities	3
CO3	<b>Analyze</b> formal, institutional and informal support systems available for promotion of entrepreneurship	4
CO4	<b>Evaluate</b> opportunities and challenges of small business, women & rural entrepreneurship	5
CO5	<b>Develop</b> 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)

Employability & Professional Skills			
Course Code	OMBA301	CIE Marks	30
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	70
Credits	04	Exam Hours	03
<b>Course Learning objectives:</b> <ul style="list-style-type: none"><li>•To acquaint the elementary knowledge of employability.</li><li>•To make students understand the corporate expectations.</li><li>•To develop the students employable.</li></ul>			
<b>Module-1</b>		<b>(8 Hours)</b>	
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			
<b>Module-2</b>		<b>(8 Hours)</b>	
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.			
<b>Module-3</b>		<b>(7 Hours)</b>	
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.			
<b>Module-4</b>		<b>(9 Hours)</b>	
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.			
<b>Module-5</b>		<b>(8 Hours)</b>	
<b>Practice for developing Employability:</b> 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).			
<b>Semester End Examination:</b> <ul style="list-style-type: none"><li>• 100 percent theory</li></ul>			



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Centre for Distance and Online Education (VTU - CDOE)

## 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	PS O1	PS O2	PS O3	PS O4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	

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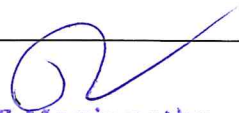


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### Centre for Distance and Online Education (VTU - CDOE)

Consumer Behaviour		Semester	III
Course Code	OMBAMM302	CIE Marks	30
		SEE Marks	70
Credits	4	Total Marks	100
		Exam Hours	3
Examination nature (SEE)	Theory: 100 percentage		
Course objectives:			
<ul style="list-style-type: none"><li>• To understand the conceptual foundations of consumer buying behaviour.</li><li>• Identify consumer influencing factors to improve market strategy</li><li>• To create more effective marketing programs and strategies, it is important to have a deep understanding of consumer behaviour.</li></ul>			
Module-1			
Introduction to Consumer Behaviour: Meaning of Consumer Behaviour; Difference between Consumer & Customer; Nature & characteristics of Indian Consumers; Consumerism: meaning; Consumer Movement in India, Consumer Research			
Module-2			
Consumer Decision Making: ; Four view of consumer - Economic man, Passive Man, Cognitive Man, Emotional Man, Consumer Decision Process, Comprehensive Models of Consumer Decision Making; Nicosia Models Howard - Sheth Model, Engel - Kollat - Blackwell Model, Brief overview of Neuro marketing			
Module-3			
Motivation: Basics of Motivation, Needs, Goals, Positive & Negative Motivation, and Rational Vs Emotional motives, Motivation Process, Arousal of motives, Selection of goals. Motivation Theories and Marketing Strategy - Maslow's Hierarchy of Needs, McGuire's Psychological Motives. Theories of Personality and Marketing Strategy.			
Module-4			
The influence of culture on consumer behaviour: Characteristics of culture, the measurement of culture personal influence and the opinion leadership process; measurement of opinion leadership.			
Culture: Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour. Subculture: Meaning, Subculture division and consumption pattern in India, Types of subcultures. Cross Culture - Cross-cultural consumer analysis - Cross-cultural marketing strategy: Cross-cultural marketing problems in India, Strategies to overcome cross-cultural problem.			

  
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### Centre for Distance and Online Education (VTU - CDOE)

#### Module-5

**Diffusion of innovations:** the diffusion process, the adoption process, a profile of the consumer innovator consumer behaviour, application for profit and Non-profit service Organisation.

**Social Class:** Social Class Basics, What is Social Class? (Social class & Social status, the dynamics of status consumption), Features of Social Class, Five Social-Class Categories in India.

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

#### Course Outcomes:

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

Sl. No.	Description	Blooms Level
CO1	The students will be able understand the background and concepts of Consumer behavior.	L1
CO2	The students will be able to identify the dynamics of consumer behavior and the basic factors that influence the consumers decision process	L2
CO3	The students will be able to demonstrate how concepts may be applied to Marketing strategy.	L3

#### Suggested Learning Resources:

##### Recommended Books:

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

##### Reference Books:

1. Indian Consumers S.C.Mehta – Tata McGraw Hil
2. Consumer Behavior, Blackwell and Engel, Cengage Publication, Indian Edition

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### Web links and Video Lectures (e-Resources):

- <https://youtu.be/ctMpHpJouoU>
- <https://www.pdfdrive.com/consumer-behaviour-books.html>
- <https://youtu.be/60eRK7AwgWM>

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Centre for Distance and Online Education (VTU - CDOE)

Services Marketing		Semester	III
Course Code	OMBAMM303	CIE Marks	30
		SEE Marks	70
Credits	4	Total Marks	100
		Exam Hours	3
Examination nature (SEE)	Theory: 100 percentage		
<b>Course objectives:</b> <ul style="list-style-type: none"><li>• To acquaint the students with the characteristics of services and their marketing implications.</li><li>• To discuss and conceptualize the service quality, productivity in services, role of personnel in service marketing and to manage changes in the environment.</li><li>• To familiarize the students with the GAPS model and strategizing towards closing the GAPS for effective services marketing.</li></ul>			
<b>Module-1 (8 Hours)</b>			
<b>Introduction to services:</b> Concepts, contribution and reasons for the growth of services sector, characteristics of services, concept of service marketing triangle, Service Marketing Mix, <b>Service and Technology</b> , Technology Based Service offerings, New ways to Deliver Service, Extending Global Reach of Service			
<b>Consumer behavior in services:</b> Search, Experience and Credence property, consumer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services. Customer perception of services, Factors influencing customer perception of service Strategies for influencing customer perception Customer satisfaction			
<b>Module-2 (8 Hours)</b>			
<b>Understanding customer expectation through market research:</b> Key reasons for GAP 1,using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies -Relationship marketing, Evaluation of customer relationships, Benefits of customer relationship, levels of retention strategies. Customer defined service standards: "Hard" & "Soft" standards, key reasons for GAP-2			

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## Centre for Distance and Online Education (VTU - CDOE)

### Module-3 (8 Hours)

**Employee role in service designing:** Boundary spanning roles, Emotional labour, Source of conflict, Quality- productivity trade off, Strategies for closing GAP 3. Customer's role in service delivery-Importance of customer & customer's role in service delivery, Strategies for enhancing-Customer participation, Delivery through intermediaries-Key intermediaries for service delivery, Intermediary control strategies

### Module-4 (8 Hours)

**Role of marketing communication-** Key reasons for GAP 4 involving communication, four categories of strategies to match service promises with delivery. Pricing of services- Role of price and value in provider GAP 4, Role of non- monetary cost, Price as an indicator of service quality -Approaches to pricing services, pricing strategies

### Module-5 (8 Hours)

**Service Innovation and Design.:** Challenges of Service Innovation and Design, Important consideration for service Innovation, Types of Service Innovation, Stages of service innovation and Development Physical evidence in services: Importance of Physical Evidence, Elements of Physical Evidence, Physical Evidence Strategies, Guidelines for Physical Evidence. Service scapes: Types of service scapes-Objective and Goals of services scapes Role

### Course Outcomes:

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

Sl. No.	Description	Blooms Level
CO1	Develop an understanding about the various concepts and importance of Services Marketing.	L1/L2
CO2	Enhance knowledge about emerging issues and trends in the service sector.	L3
CO3	Learn to implement service strategies to meet new challenges.	L4
CO4	Analysing Services blue print and SERVQUAL model	L4

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### Suggested Learning Resources:

#### Recommended Books:

1. Services Marketing, Valarie A Zeithmal & Mary Jo, Seventh Edition, McGraw Hill, 6/e 2018
2. Services Marketing, Christopher Lovelock, Pearson Education, 2014

#### Reference Books:

1. Services Marketing, Parasuraman, Sage Publications 2018

#### Web links and Video Lectures (e-Resources):

- [https://r.search.yahoo.com/\\_ylt=Awr1SU.Oo\\_Nidm4IWNi7HAX.;\\_ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMEc2VjA3Ny/RV=2/RE=1660163087/RO=10/RU=https%3a%2f%2fwww.coursehero.com%2ffile%2f27673829%2fServices-Marketing-5th-Edition-pdf%2f/RK=2/RS=Ric3RoGnmc212j6Xe5dA6FmlStA-](https://r.search.yahoo.com/_ylt=Awr1SU.Oo_Nidm4IWNi7HAX.;_ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMEc2VjA3Ny/RV=2/RE=1660163087/RO=10/RU=https%3a%2f%2fwww.coursehero.com%2ffile%2f27673829%2fServices-Marketing-5th-Edition-pdf%2f/RK=2/RS=Ric3RoGnmc212j6Xe5dA6FmlStA-)
- [https://r.search.yahoo.com/\\_ylt=Awr1SU.Oo\\_Nidm4IY9i7HAX.;\\_ylu=Y29sbwNzZzMEcG9zAzQEdnRpZAMEc2VjA3Ny/RV=2/RE=1660163087/RO=10/RU=https%3a%2f%2ffinfolearners.com%2febooks%2fessentials-of-services-marketing-3rd-edition-pdf-free-download%2f/RK=2/RS=eUc.stCHtWkAmoi3H7VQ\\_mdeFT0-](https://r.search.yahoo.com/_ylt=Awr1SU.Oo_Nidm4IY9i7HAX.;_ylu=Y29sbwNzZzMEcG9zAzQEdnRpZAMEc2VjA3Ny/RV=2/RE=1660163087/RO=10/RU=https%3a%2f%2ffinfolearners.com%2febooks%2fessentials-of-services-marketing-3rd-edition-pdf-free-download%2f/RK=2/RS=eUc.stCHtWkAmoi3H7VQ_mdeFT0-)

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## Centre for Distance and Online Education (VTU - CDOE)

Strategic Brand Management		Semester	III
Course Code	OMBAMM304	CIE Marks	30
		SEE Marks	70
Credits	4	Total Marks	100
		Exam Hours	3
Examination nature (SEE)	Theory		
Course objectives:			
1. To appreciate the relationship between corporate strategy and Brand Management.			
2. To explore the various issues related to Brand Management, brand association, brand identity, brand architecture, leveraging brand assets, brand portfolio management.			
3. To develop familiarity and competence with the strategies and tactics involved in building, leveraging and defending strong brands in different sectors.			
MODULE-1: Introduction to Brand Management			06 hrs
Brand –Meaning, Definition, Evolution of Brands, Functions of Brand to consumer, Role of Brand- Advantages of Brand, Product Vs Brand, Branding- Meaning, Creation of Brands through goods, services, people, Organisation, Retail stores, places, online, entertainment, ideas, challenges to Brand builders Brand Management-Meaning & Definition. Strategic Brand Management Process-Meaning, Steps in Brand Management Process Strong Indian Brands.			
MODULE-2: Customer Based Brand Equity			08 Hrs
Customer Based Brand Equity-Meaning, Model of CBBE Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks Resonance, Judgments, Feelings, performance, imagery, salience-Brand Building Implications, David Aaker’s Brand Equity Model. Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism, Brand positioning – Meaning, Point of parity & Point of difference, positioning guidelines Brand Value: Definition, Core Brand values, Brand mantras, Internal branding,			
MODULE-3: Choosing Brand Elements to Build Brand Equity			08 Hrs
Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, Packaging. Leveraging Brand Knowledge: Meaning of Brand Knowledge, Dimensions of Brand Knowledge, Meaning of Leveraging Secondary Brand Knowledge & Conceptualizing the leverage process.			

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### Centre for Distance and Online Education (VTU - CDOE)

MODULE-4: Brand Value chain	10 Hrs
Designing Brand Tracking studies, Establishing brand Equity Management Systems. Methods for measuring Brand Equity- Quantitative Techniques & Quantitative Techniques, Comparative methods- Brand based comparisons, marketing-based comparisons Conjoint Analysis, Holistic methods. Managing Brand Equity: Brand Reinforcement, Brand Revitalization, Brand Crisis.	
MODULE-5: Making Brands go Global	08 Hrs
Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favouring marketing, barriers to globalization, managerial blockages, organization for a global brand, pathways to globalization. Luxury Brand Management: Luxury definition and relativity, luxury goods and luxury brands, basic psychological phenomena associated with luxury purchase, luxury marketing mix, luxury retail, international luxury markets: historical leaders and emerging countries.	

**Course Outcomes:** On successful completion of the course, the student will able to demonstrate:

1. Develop skills for managing brands strategically.
2. Compare and contrast the elements of product and brand management.
3. Assess growth-opportunities for brands, e.g., brand extension strategies.
4. Critique the different measures of brand equity.

#### Suggested Learning Resources:

##### Books

##### Recommended Books:

1. Strategic Brand Management, Building Measuring & Managing Brand Equity - 2nd Ed Phi / Pearson Education - Kevin Lane Keller.
2. Brand Management -The Indian Context - Y L R Moorthi - Vikas Publication.
3. Strategic Brand Management - Jean, Noel, Kapferer - Kogan Page India.

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Centre for Distance and Online Education (VTU - CDOE)

### Reference Books:

1. Compendium Brand Management – Chunnawalla, 1/e, HPH, 2003.
2. Strategic Brand Management- Richard Elliott & Larry Perclu, 1/e, Oxford Press.
3. Creating powerful brands – Chernatony, 1/e, Elsevier Publication.

### Web links and Video Lectures (e-Resources):

- [https://r.search.yahoo.com/\\_ylt=AwrKC.yumfNimPsGS9u7HAX.; ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2finfolearners.com%2febooks%2fstrategic-brand-management-keller-4th-edition-pdf-freedownload%2f/RK=2/RS=U5OgBIEUZ62VbrTFMU6vraNPfSU-](https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGS9u7HAX.; ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2finfolearners.com%2febooks%2fstrategic-brand-management-keller-4th-edition-pdf-freedownload%2f/RK=2/RS=U5OgBIEUZ62VbrTFMU6vraNPfSU-)
- [https://r.search.yahoo.com/\\_ylt=AwrKC.yumfNimPsGTdu7HAX.; ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2finfolearners.com%2febooks%2fstrategic-brand-management-kevin-lane-kellerpdf%2f/RK=2/RS=sD1VpREzcn0kxS0pjXk6qwLD8Y-](https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGTdu7HAX.; ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2finfolearners.com%2febooks%2fstrategic-brand-management-kevin-lane-kellerpdf%2f/RK=2/RS=sD1VpREzcn0kxS0pjXk6qwLD8Y-)
- [https://r.search.yahoo.com/\\_ylt=AwrKC.yumfNimPsGVdu7HAX.; ylu=Y29sbwNzZzMEcG9zAzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2fsites.google.com%2fsite%2fonlineamazonbookdownload%2f-pdf-download-strategic-brandmanagement-pdf-by-kevin-lane-keller/RK=2/RS=z1m\\_wwr1.oNfn.v1DhFqibGa90E](https://r.search.yahoo.com/_ylt=AwrKC.yumfNimPsGVdu7HAX.; ylu=Y29sbwNzZzMEcG9zAzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660160558/RO=10/RU=https%3a%2f%2fsites.google.com%2fsite%2fonlineamazonbookdownload%2f-pdf-download-strategic-brandmanagement-pdf-by-kevin-lane-keller/RK=2/RS=z1m_wwr1.oNfn.v1DhFqibGa90E)

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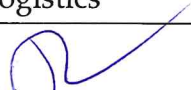


# Visvesvaraya Technological University, Belagavi

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Centre for Distance and Online Education (VTU - CDOE)

Industrial Marketing		Semester	III
Course Code	OMBAMM305	CIE Marks	30
		SEE Marks	70
Credits	4	Total Marks	100
		Exam Hours	3
Examination nature (SEE)	Theory: 100 percentage		
Course objectives:			
<ul style="list-style-type: none"><li>• The purpose of this course is to develop an understanding among the students about the various concepts of Industrial Marketing,</li><li>• To be helpful in developing sound marketing channel design for industrial goods. And understanding buyer behaviour</li></ul>			
Module-1 8 hrs			
Nature of Industrial Marketing: Industrial Marketing Vs. Consumer Marketing Relational approach to Industrial Marketing- The Nature of Industrial Demand & Industrial Customer. Introduction to different types of Industrial Products: Major Equipment; Accessory Equipment; Raw and Processed Materials; Component Parts and Sub-Assemblies; Operating Supplies; Standardized and Non-standardized parts, Industrial services			
Module-2 8 hrs			
Organizational Buying : BUYGRID MODEL, phases in purchasing decision process & their marketing implications, Buying centers, value analysis & vendor analysis. Factors influencing Organizational Buying: Buying Roles; Organizational Buying Decision Process; Environmental & organizational Influences Organizational Influences on Buying Behaviour: Buying Roles; The Buy Grid Model; The Organizational Buying Decision Process			
Module-3 8 hrs			
Industrial market segmentation, bases for segmenting industrial market-macro and micro variables. Targeting the industrial product, positioning the industrial product. Industrial product life cycle, product mix, Service component Industrial Product Decisions: Industrial Product Life Cycle -Industrial Product Mix determinants viz. technology - competition - operating capacity - shift in location of customers - government controls - changes in level of business activity			
Module-4 8 hrs			
The distribution channel component—Industrial distributors, Formulation of channel strategy-conditions influencing channel structure. Brief introduction to Marketing Logistics. Channel Structure for Industrial Products - Geographical, size, operating characteristics - manufacturers’ and sales agents - Brokers - Channel Logistics			

  
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### Module-5 8 hrs

**Promotion for Industrial products** - Supporting salesman - Motivating distributors - Stimulating primary demand - Sales appeal - Publicity & sponsorships - Trade shows - exhibits - Catalogs - Samples - promotional letters - Promotional novelties

#### Course Outcomes:

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

Sl. No.	Description	Blooms Level
CO1	Understand the concepts and nature of industrial marketing	L1/L2
CO2	Differentiate between consumer markets and industrial markets and behavior of buyer of industry goods	L3
CO3	Analyze the industry market strategies with segmentation	L4
CO4	Analyze the strategy for Marketing channels and promotions of industry goods	L4

Basics of industrial marketing. 1. Defining industrial marketing 2. Differentiate between consumer markets and industrial markets. 3. Analyze the industrial market environment. Components of strategy in industrial marketing. 1. Identify the planning process in industrial marketing.

#### Suggested Learning Resources:

##### Recommended Books:

1. Industrial Marketing - P K Ghosh
2. Industrial Marketing - Hawaldar
3. Reeder & Reeder: Industrial Marketing, Prentice Hall, India.

##### Reference Books:

1. Alexander, R.S. Cross, J.S. & Hill, M.: Industrial Marketing, Richard Irwin, Homewood, Illincies.

##### Web links and Video Lectures (e-Resources):

[https://www.researchgate.net/publication/372680832\\_Industrial\\_Markets\\_And\\_Industrial\\_Marketing](https://www.researchgate.net/publication/372680832_Industrial_Markets_And_Industrial_Marketing)

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## VTU Centre for Distance and Online Education (VTU - CDOE)

Universal Human Values (UHV)		Semester	III
Course Code	OMBAAC306	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		
<b>Course objectives:</b> This course is intended to: <ul style="list-style-type: none"><li>➤ 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.</li><li>➤ 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.</li><li>➤ 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.</li><li>➤ This course is intended to provide a much-needed orientation input in value education to the young enquiring minds.</li></ul>			
<b>Module-1</b>			
<b>Introduction to Value Education (3 hours)</b> 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			
<b>Module-2</b>			
<b>Harmony in the Human Being : (3 hours)</b> 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			



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#### 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

#### 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





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#### 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

##### 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://www.youtube.com/channel/UCQxWr5QB_eZUnwxSwxXEkQw)
- [https://fdp-si.aicte-india.org/8dayUHV\\_download.php](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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Centre for Distance and Online Education (VTU - CDOE)

FINANCIAL SERVICES & SECURITIES MARKET		Semester	III
Course Code	OMBAFM302	CIE Marks	30
		SEE Marks	70
Credits	4	Total Marks	100
		Exam Hours	3
Examination nature (SEE)	Theory: 100 percentage		
<b>Course Objectives:</b> <ul style="list-style-type: none"><li>• To understand the structure and functions of financial system in India.</li><li>• To study the various instruments of &amp; features of financial markets</li><li>• To learn the functions of Investment banks &amp; concept of leasing &amp; hire purchase.</li><li>• To know the functions of NBFC's, Credit rating, Mutual funds &amp; securitization.</li></ul>			
<b>Module 1: 8 Hours</b> <p>Financial system and its components: Financial markets and institutions, financial intermediation, flow of funds, matrix financial system and economic development. An overview of Indian financial system.</p>			
<b>Module 2: 8 Hours</b> <p>Financial Markets: Money market: functions, organisation, and instruments. Role of central bank in money market; Indian money market - An overview. Capital Markets functions, organisation, and instruments. Indian debt market; Indian equity market - primary and secondary markets; Role of stock exchanges in India.</p>			
<b>Module 3: 8 Hours</b> <p>Investment Banking: Categories, Services offered, Issue management – Post and Pre issue management, Issue pricing, preparation of prospectus, Issue Management, Underwriting, Private Placement, Book Building Vs Fixed price issues.(Theory)</p>			
<b>Module 4: 8 Hours</b> <p>NBFCs an Overview -Types of NBFCs in India. Regulatory framework. Micro finance- Models, services, challenges. Leasing &amp; Hire Purchase: Concept, Types, Evaluation. Problems in Evaluation of Leasing &amp; Hire Purchase. (Theory&amp; Problems)</p>			
<b>Module 5: 8 Hours</b> <p>Credit rating: Meaning, process of credit rating, rating methodology, rating agencies and symbols.</p> <p>Venture capital: concept, features, process. Stages, Performance of Venture capital funded companies in India.(Theory)</p>			





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Mutual Funds: Structure, Functions, Types of Funds, Performance of Mutual Funds, Regulations. Depository system: objectives, activities, NSDL& CDSL. The process of clearing and settlement. Factoring & Forfeiting: Definition, functions, types. Securitization: Meaning, process, Types, Benefits. (Theory)

### Course Outcome:

At the end of the course, the students are able to:

Sl. No.	Description	Blooms Level
CO1	Understand the mechanism, structure and functions of Indian financial system.	L2
CO2	Able to know the various instruments & features of financial markets	L3
CO3	Understand the activities of Investment Banking and credit rating	L3
CO4	Students to understand the functions of NBFC's, Credit rating, Mutual funds & securitization	L3

### Suggested Learning Resources:

#### Recommended Books:

1. Financial services by Khan M.Y, McGraw Hill Education, 6th Edition, 2011.
2. Banking and Financial Services by Mukund Sharma, Himalaya Publishing House, 2015
3. Management of Banking and Financial services by Padmalatha Suresh & Justin Paul, Pearson. 3rd Edition

#### Reference Books:

1. Financial Markets and Services by K. Natarajan, E. Gordan, Himalaya Publishing House, 2009.
2. Merchant Banking and Financial Services by MadhuVij, SwatiDhawan, McGraw Hill Education, 2nd Edition

#### Web links and Video Lectures (e-Resources):

- RBI, NSE India, BSE India, Investing.com, Moneycontrol.com
- <https://archive.nptel.ac.in/courses/110/105/110105121/>
- <https://www.himpub.com/documents/Chapter1321.pdf>

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RISK MANAGEMENT AND INSURANCE		Semester	III
Course Code	OMBAFM303	CIE Marks	30
		SEE Marks	70
Credits	4	Total Marks	100
		Exam Hours	3
Examination nature (SEE)	Theory: 100percentage		
Course objectives:			
<ul style="list-style-type: none"><li>• To sensitise the students on risk management and insurance.</li><li>• Demonstrate a working knowledge of the procedure associated with risk management.</li><li>• To familiarize the students with insurance business and its environment in India.</li><li>• To demonstrate knowledge of the three critical Functions of an insurer: marketing, underwriting and claim settlement.</li></ul>			
Module-1			
Introduction to Risk Management: Meaning of Risk and Uncertainty, loss, perils, hazards, Types of Risks, Financial and Non-Financial Risks, Individual and Group Risks, Pure and Speculative Risk, Static and Dynamic Risk, Quantifiable and non-quantifiable risk, Risks for Financial Institutions, Classifying Pure risks, Risk Management: Risk Management Process, Risk management objectives, Risk retention and risk transfer, Levels of risk management, Corporate risk management, Management of risk by individuals.			
Module-2			
Introduction to Insurance: Insurable risk, Types of Insurance, Social and Economic benefits of insurance, Government and Controlling Authorities: IRDA framework, Legal aspects of insurance, essentials of insurance contracts, Principles of insurance: Indemnity, Utmost good faith, Insurable interest, Proximate cause, Loss minimisation, Arbitration and average.			
Module-3			
Classification of insurance: Life insurance: meaning, features and benefits, types of plans, traditional products, market-related products, annuities, pension plans, riders, Business insurance, group insurance, pricing in life insurance, Non-Life Insurance: Features of Fire insurance contract, Marine insurance: definition, types & policies, Auto insurance – need, types of policies, claims, Health Insurance: introduction, plans in India, schemes, and micro-health insurance.			

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#### Module-4

**Underwriting:** Philosophy of underwriting, kinds of underwriting, requisites of good underwriting, underwriting of life insurance, underwriting of non-life insurance, pricing and premium setting, types of rating, tariff/ rate making in general insurance.

**Claim Management:** Claim settlement in general insurance, general guidelines for settlement of claims, fire insurance claims, motor insurance claims, marine insurance claims, claim on consignment by road/rail personal accident, mediclaim, theft /burglary insurance.

#### Module-5

**Financial Aspects of Insurance Companies:** Financial objectives of an insurance Company, responsibilities of insurance manager, performance measurement of insurance company, ALM, Ratio analysis of insurance company, Risk and Return trade-off, valuation of assets and liabilities, technical provisions, Risk Margin.

**Reinsurance:** Hedging, Role of Re-insurers, Techniques of reinsurance, issues and challenges of Indian reinsurance, investment by insurance company.

#### Course Outcomes:

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

Sl. No.	Description	Blooms Level
CO1	To apply thinking abilities for decision-making.	L1
CO2	To identify business opportunities in a workspace	L2
CO3	To lead themselves and others in achieving organisational goals.	L3

#### Suggested Learning Resources:

##### Recommended Books:

1. P.K. Gupta, Essentials of Insurance and Risk Management, Himalaya 2016 / 1/e
2. S. Arunajatesan & T. R. Viswanathan, Risk Management and Insurance, Trinity Press 2015 / 2/e
3. Scott E Harrington, Gregory R. Niehaus, Risk Management and Insurance, McGraw Hill 2003 / 2/e

##### Reference Books:

1. N. R. Mohan, Banking, Risk and Insurance Management, Vikas 2016.
2. Jatinder Loomba, Risk Management and Insurance Planning, PHI 2013.

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### Web links and Video Lectures (e-Resources):

- <https://open.umn.edu/opentextbooks/textbooks/risk-management-for-enterprises-and-individuals>
- <https://www.irmi.com/free-resources/authoritative-reports/e-books>

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Behaviour Finance		Semester	
Course Code	0 M B A F M 304	CIE Marks	30
		SEE Marks	70
Credits	4	Total Marks	100
		Exam Hours	3
Examination nature (SEE)	Theory: 100 percentage		
Course objectives:			
<ul style="list-style-type: none"><li>Understand the foundational concepts and historical evolution of behavioural finance.</li><li>Understand the various cognitive and emotional biases that influence financial decision-making.</li><li>Explore market anomalies and understand the influence of investor sentiment on financial markets.</li><li>Understand how behavioural biases influence portfolio construction and investment decisions.</li><li>Explore the application of behavioural finance principles in corporate decision-making.</li></ul>			
Module-1			
Introduction to Behavioral Finance: Behavioural Finance: Definition of behavioural finance, Distinction between traditional finance and behavioural finance, Nature, Scope, Objectives, Significance and Application, historical evolution of behavioural finance.			
Module-2			
Behavioural Biases and Heuristics: Cognitive Psychology and limits to arbitrage, Demand by arbitrageurs, Risk-Noise-Trader risk, Professional arbitrage, destabilizing informed trading, Expected utility as a basis for decision-making.			
Module-3			
Market Anomalies and Investor Sentiment: Market Anomalies: Definition, value and growth investing, Momentum investing, Investor Sentiment and Market Trends, Overview of noise trading and herd behaviour, Strategies for identifying and capitalising on contrarian opportunities.			
Module-4			
Behavioral Portfolio Management: External factors and investor behaviour, Fear & Greed in Financial Market, Emotions and financial markets: geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns.			
Module-5			
Applications in Corporate Finance: Analysis of managerial biases in corporate decision-making, Behavioural aspects of capital budgeting and investment decisions, and Strategies for mitigating biases in corporate financial management.			

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### Practical Outcome:

1. Identify and analyze cognitive and emotional biases in financial news articles.
2. Propose strategies to mitigate the impact of biases.
3. Apply knowledge of market anomalies to real financial market scenarios.
4. Analyze historical market data, identify anomalies, and propose investment strategies.
5. Assign students to research and debate issues like market efficiency and ethical considerations.

### Course Outcomes:

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

Sl. No.	Description	Blooms Level
CO1	The students will be able to understand the background and concepts of Behavioral Finance.	L1
CO2	The students will be able to identify the dynamics of Cognitive Psychology and the basic factors that influence the behaviour of investor	L2
CO3	The students will be able to demonstrate how the concepts of behavioural finance and the application of strategies used in mitigating biases in corporate financial management.	L3
CO4	Understand how behavioural biases influence portfolio construction and investment decisions.	L4
CO5	Explore the application of behavioural finance principles in corporate decision-making.	L5

### Suggested Learning Resources:

#### Recommended Books:

1. Chandra, Behavioral Finance Paperback – 1 Jul 2017, McGraw-Hill Education.
2. Sulphey M.M., Behavioral Finance Paperback – 2014, PHI Learning Private Limited
3. Behavioral Finance and Capital Markets: How Psychology Influences Investors and Corporations" by Alok Kumar
4. Behavioral Corporate Finance" by Hersh Shefrin

#### Reference Books:

1. Behavioral Finance and Capital Markets: How Psychology Influences Investors and Corporations" by Alok Kumar
2. Behavioral Corporate Finance" by Hersh Shefrin

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### Web links and Video Lectures (e-Resources):

1. [https://www.youtube.com/watch?v=5JGz3ua\\_48o&list=PLbRMhDVUMngeu3ftA8x\\_l6CKQir4qQIuF](https://www.youtube.com/watch?v=5JGz3ua_48o&list=PLbRMhDVUMngeu3ftA8x_l6CKQir4qQIuF)
2. <https://www.youtube.com/watch?v=GQ8gefIGWAQ>
3. [https://www.youtube.com/watch?v=3s\\_MKNMILr0](https://www.youtube.com/watch?v=3s_MKNMILr0)
4. [https://www.youtube.com/watch?v=5HsII\\_e65V0](https://www.youtube.com/watch?v=5HsII_e65V0)
5. <https://www.youtube.com/watch?v=rIEEI1L2AIM>

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TAX MANAGEMENT		Semester	III
Course Code	OMBAFM305	CIE Marks	30
		SEE Marks	70
Credits	4	Total Marks	100
		Exam Hours	3
Examination nature (SEE)	40 percent problems and 60 percent theory in SEE.		

### Course Objectives:

- To provide the students with a comprehensive understanding of residential status & incidence of tax in tax laws
- To acclimatize the students with various heads of income & their computation
- To know the deductions and exemptions available in the tax laws
- To Provide Insight into GST

### Module 1: 8 Hours

Basic concepts: assessment year, previous year, person, assessee, Income, charges on income, gross total income, capital and revenue receipts, residential status, receipt and accrual of income, connotation of income deemed to accrue or arise in India. Tax Planning, Tax Evasion and Tax Management. (Problems on residential Status of Individual assessee & Incidence of tax).

### Module 2: 8 Hours

Explanation under various heads of income. Income from salary (Basic problems HRA, Gratuity, Pension & Net Salary), Income from House Property (Theory Only).

### Module 3: 8 Hours

Income under the head Profit and Gains of Business or Professions and its computation- basic method of accounting- scheme of business deductions/ allowance- deemed profits- maintenance of books, Depreciation. (Theory on Income from Business & Problems on computation of income from profession of Individual assessee).

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#### Module 4: 8 Hours

Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, (theory only), deductions from capital gains. Income from Other Sources (Theory Only). Permissible deductions under section 80C to 80U.

#### Module 5: 8 Hours

Introduction to GST, Levy and exemption, Time and value of supply, Administration of GST. Introduction to Customs duty. (Theory Only)

#### Course Outcome:

At the end of the course, the students are able to:

Sl. No.	Description	Blooms Level
CO1	Students are able to understand the basic concepts & process of computing residential status & incidence of tax	L2
CO2	Calculate taxable income under different heads	L3
CO3	Understand deductions and calculation of tax liability of Individuals	L4
CO4	Understand working of GST system in the country	L4

#### Suggested Learning Resources:

##### Recommended Books:

1. Direct Taxes Law and practice - VinodSinghania and KapilSinghania - Taxman Publications.
2. Indirect Taxes - V S Datey - Taxman Publications
3. Students Handbook on Taxation - T N Manoharan - Snow White Publications Pvt. Ltd.

##### Reference Books:

1. Students Guide to Income Tax - VinodSinghania and KapilSinghania - Taxman Publications.

##### Web links and Video Lectures (e-Resources):

- <https://incometaxindia.gov.in/Booklets%20%20Pamphlets/02-determination-of-residential-status-under-income-tax-act-1961.pdf>

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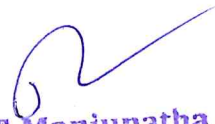
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- <https://www.taxmann.com/post/blog/residential-status-of-company-and-tax-incidence-under-income-tax-act/>
- <https://incometaxindia.gov.in/tutorials/79.computation-of-tax-for-individual.pdf>
- <https://www.businesstoday.in/bt-tv/easynomics/video/exclusive-interview-with-nitin-gupta-chairman-cbdt-402828-2023-10-21>
- [www.gstindia.com/tag/gst-council/](http://www.gstindia.com/tag/gst-council/)
- <http://www.cbec.gov.in/htdocs-cbec/gst>

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Centre for Distance and Online Education (VTU - CDOE)

Conflict and Negotiations Management		Semester	III
Course Code	OMBAHR302	CIE Marks	30
		SEE Marks	70
Credits	4	Total Marks	100
		Exam Hours	3
Examination nature (SEE)	Theory: 100 percentage		
Course objectives:			
<div><div>1.</div><div>To understand the nature of various dimensions of conflict.</div></div> <div><div>2.</div><div>To learn various strategies and techniques to manage conflicts.</div></div> <div><div>3.</div><div>To understand the importance and role of negotiation in conflict resolution.</div></div> <div><div>4.</div><div>To understand the importance of cross-cultural and gender dimensions of negotiation</div></div>			
Module-1 (8 Hours)			
<p><b>Introduction:</b> Conflict: Definition, Meaning, Theories, Types of Conflicts - Productive (functional) and Destructive (dysfunctional). Levels of conflict - intrapersonal, interpersonal, group &amp; organizational conflicts, Process and Structural Models. Myths about conflicts - of conflicts: cognitive (Pseudo conflict), process (simple conflict) and Inter-personal conflict (ego conflict), causes of conflict: common causes, organizational and interpersonal of conflict: traditional, Contemporary and Integrationist, Causes for work place conflicts - Harassment and discrimination</p>			
Module-2 (8 Hours)			
<p><b>Analogy of Conflict:</b> Stages of conflicts: grievances- personal needs, lack of monetary benefits an Incentives, promotion and recognition, harassment, discrimination, prejudice and Bias, identity unconcern attitudes of administration, frustration, escalation of Conflicts, and violence, Cost and effect of conflicts. Perspectives of conflict - organizational and individuals. Spectrum of conflicts- Persona conflicts, group conflicts, labour conflicts, social</p>			

  
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## Module-3 (8 Hours)

**Managing Conflict:** Managing interpersonal conflict: Thomas conflict resolution approach, behavioral style and conflict handling, the Cosier Schank model of conflict resolution, collaboration & conflict resolution, dealing with difficult subordinates, boss & colleagues, 1 to 1 dispute resolution. Conflict Resolution Process – Persuasion, Counseling and Reconciliation Skills, Negotiation and Arbitration, Skills for conflict management – Listening, Mentoring, Mediating, Negotiating, Counselling, Diplomacy, EI (Emotional Intelligence). Conflict Regulation Reduction, Resolution, Transformation

## Module-4 (8 Hours)

**Negotiation:** Negotiations/ Negotiation strategies –Meaning , Six Foundations of Negotiation, Negotiations, negotiation process, Principles for successful negotiations, Factors and essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations, Techniques of negotiation, issues in negotiations. Negotiation strategies: Strategy and tactics for distributive bargaining

## Module -5 (8 Hours)

**Managing difficult negotiations:** Third party approaches: Third party interventions, formal intervention methods – Arbitration, Mediation and Process Consultation, Informal intervention methods, best practices in negotiation.

## Course Outcomes:

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

Sl. No.	Description	Blooms Level
CO1	Understand the concepts of conflict and negotiation and its role .	2
CO2	Learn various contemporary methods of conflict and negotiation.	3
CO3	Gain insights of various conflict handling mechanisms.	2
CO4	Demonstrate the cross-cultural and gender dimensions of negotiation	4

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### Suggested Learning Resources:

#### Recommended Books:

1. Corporate Conflict Management - Concepts and Skills, Eirene Leela Rout, Nelson Omiko, Prentice India, 2007.
2. Negotiations, Roy J. Lewicki, David M. Saunders, Bruce Barry, 5/e, Mc Graw Hill, 2005, ISBN: 9780072973075. Dividing students into groups and give a scenario to negotiate and reach conclusion.
3. Fisher, R and Ury, W, (1986), Getting to Yes. Negotiating Agreement without Giving in. London, Hutchinson Business Books Ltd.
4. Mark Gerzon, (2006) Leading Through Conflict, Harvard Business School Press, Boston, USA.
5. Contemporary Conflict Resolution, Oliver Ramsbotham, Hugh Miall, Tom Woodhouse, 3rd edition, Polity publishers, ISBN 0745649734, 9780745649733, 2011

#### Reference Books:

1. Managing conflict and negotiation, B.D. Singh, 1st edition, Excel books, 2008.
2. Conflict Management: Practical guide to develop negotiation strategies, Barbara A Budjac Corvette, Pearson Prentice Hall, 2006, ISBN: 8174466428, 9788174466426
3. Managing Conflict in Organizations, M. Afzalur Rahim, 4th Edition, Transaction Publishers, 2011, ISBN 1412844258, 9781412844253

#### Web links and Video Lectures (e-Resources):

- <https://www.coursera.org/lecture/negotiation-skills-conflict/week-2-outline-neVhB>
- <https://www.pdfdrive.com/negotiation-and-conflict-management-e34393592.html>
- [https://www.researchgate.net/publication/339850653\\_MANAGING\\_CONFLICT\\_AND\\_NEGOTIATION](https://www.researchgate.net/publication/339850653_MANAGING_CONFLICT_AND_NEGOTIATION)

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Centre for Distance and Online Education (VTU - CDOE)

Recruitment and Selection		Semester	III
Course Code	OMBAHR303	CIE Marks	30
		SEE Marks	70
Credits	4	Total Marks	100
		Exam Hours	3
Examination nature (SEE)	Theory: 100 percentage		
Course objectives:			
1. To familiarise the students with concepts and principles, procedure of Recruitment and Selection in an organisation.			
2. To give an in-depth insight into various aspects of Human Resource Management and make them acquainted with practical aspect of the subject			
Module-1 8 hrs			
Concepts of Recruitment – Meaning, Objectives, Scope and Definition, Importance and Relevance of Recruitment. Traditional vs Modern Recruitment, Job Analysis – Concept, Specifications, Description, Process and Methods, Uses of Job Analysis. Job Design – Introduction, Definition, Modern Techniques, Factors Affecting Job Design, Contemporary Issues in Job Designing. Source or Type of Recruitment – (a) Direct/Indirect, (b) Internal/ External. Internal – Notification, Promotion Types, Transfer Types, Reference. External – Campus Recruitment, Advertisement, Job Boards, Website/Portals, Internship, Placement.			
Module-2 8 hrs			
Selection – Concept of Selection, Criteria for Selection, Process, Advertisement and Application (Blank Format). Screening – Pre and Post Criteria for Selection, Steps of Selection, Interviewing – Types and Guidelines for Interviewer and Interviewee, Types of Selection Tests, Effective Interviewing Techniques. Selection Hurdles and Ways to Overcome Them.			
Module-3 8 hrs			
Induction – Concept, Types – Formal/Informal, Advantages of Induction, How to Make Induction Effective. Orientation and Onboarding – Programme, Types and Process. Socialisation – Types – Anticipatory, Encounter, Setting in, Socialisation Tactics.			
Module-4 8 hrs			
Preparing Bio-data and C.V. Social and Soft Skills Group Discussion and Personal Interview, Video and Tele Conferencing Skills. Presentation and Negotiation Skills, Aesthetic Skills			
Module-5 8hrs			
Current Trends in Recruitment and Selection Strategies with respect to Service, Finance, IT, Law and Media Industry. Etiquettes – Different Types and Quitting Techniques. Exit Interview – Meaning, importance			

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### Course Outcomes:

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

Sl. No.	Description	Blooms Level
CO1	To understand the recruitment and selection concepts and strategies in various organizations	L1/L2
CO2	To apply the skill in process and methods of recruitment and selection	L3
CO3	To analyze the job design, screening and onboarding process of Recruitment and selection	L4
CO4	To analyze the current trends in recruitment and selection	L4

### Suggested Learning Resources:

#### Recommended Books:

Heneman, Herbert G. III & Timothy A. Judge, Staffing Organizations, McGraw-Hill/Irwin, latest edition.,

Gatewood, Robert D. & Hubert S. Field, Human Resource Selection, 5th edition, Harcourt College Publishers, 2001.

#### Reference Books:

1. Jackson, Susan E. & Randall S. Schuler, Managing Human Resources Through Strategic Partnerships, 8th edition, Thomson/Southwestern, 2003.


#### Web links and Video Lectures (e-Resources):

- Society for Human Resource Management:

[www.shrm.org](http://www.shrm.org)

[https://www.tutorialspoint.com/talent\\_management/talent\\_management\\_tutorial.pdf](https://www.tutorialspoint.com/talent_management/talent_management_tutorial.pdf)

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Centre for Distance and Online Education (VTU - CDOE)

Human Resource Analytics		Semester	III
Course Code	OMBAHR304	CIE Marks	30
		SEE Marks	70
Credits	4	Total Marks	100
		Exam Hours	3
Examination nature (SEE)	Theory: 100 percentage		
Course objectives: <ul style="list-style-type: none"><li>To introduce the student to the theory, concepts, and business application of human resources research, data, metrics, systems, analyses, and reporting.</li><li>To develop an understanding of the role and importance of HR analytics, and the ability to track, store, retrieve, analyse and interpret HR data to support decision making.</li><li>To aware the challenges human resources analytics for the competitive advantage of the organization.</li><li>To enable students to use applicable benchmarks/metrics to conduct research and statistical analyses related to Human Resource Management.</li></ul>			
Module-1		8 Hours	
HR Analytics in Perspective: Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, HR Measurement journey in tune with HR maturity journey Understanding the organizational system (Lean), Locating the HR challenge in the system, Valuing HR Analytics in the organizational system.			
Module-2		8 Hours	
HRA Frameworks: Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talentship Framework, 5 over searching components of an effective Analytics framework.			
Module-3		8 Hours	
Basics of HR Analytics: Basics of HR Analytics, what is Analytics, Evolution, Analytical capabilities, Analytic value chain, Analytical Model, Typical application of HR analytics.			
Predictive Analytics: Steps involved in predictive analytics: Determine key performance indicator, analyse and report data, interpreting the results and predicting the future. Metrics and Regression analysis and Causation.			

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#### Module-4

8 Hours

**Insight into Data Driven HRA:** Typical data sources, Typical questions faced (survey), Typical data issues, Connecting HR Analytics to business benefit (case studies), Techniques for establishing questions, Building support and interest, Obtaining data, Cleaning data (exercise), Supplementing data.

**HR Scorecard:** Assessing HR Program, engagement and Turnover, Finding money in Analytics, Linking HR Data to operational performance, HR Data and stock performance. Creating HR Scorecard, develop an HR measurement system, guidelines for implementing a HR Scorecard.

#### Module-5

8 Hours

**HR Matrics** - Defining metrics, Demographics, data sources and requirements, Types of data, tying data sets together, Difficulties in obtaining data, ethics of measurement and evaluation. Human capital analytics continuum. HR Dashboards. Statistical software used for HR analytics: MS-Excel, IBM- SPSS, IBMAMOS, SAS, and R programming and data visualisation tools such as Tableau, Plotly, Click view and Fusion Charts.

#### Course Outcomes:

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

Sl. No.	Description	Blooms Level
CO1	Have an understanding of How HR function adds value and demonstrates the value in business terms	L2
CO2	Measure the value of Intangibles that HR helps builds for the organization given a particular business context to facilitate decision making.	L3
CO3	Convert soft factors in a people management context into measurable variables across various domains.	L4
CO4	Devise, conduct and analyse a study on employees or any other related to the HR context in an organization.	L5

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#### Suggested Learning Resources:

##### Recommended Books:

- Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008.
- Predictive analytics for Human Resources, Jac Fitz-enz, John R. Mattox, II, Wiley, 2014.
- Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley, 2013.

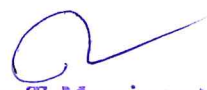
##### Reference Books:

- The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich, 2001.
- HR Analytics: The What, Why and How, by Tracey Smith
- The New HR Analytics: Predicting the Economic Value of Your Company's Human By Jac FITZ-ENZ, 2010.

##### Web links and Video Lectures (e-Resources):

- <https://www.pdfdrive.com/predictive-hr-analytics-mastering-the-hr-metric-e188006190.html>
- <https://www.pdfdrive.com/hr-metrics-and-workforce-analytics-e20835652.html>
- <http://u.camdemy.com/sysdata/doc/f/fb30e8a98c5d9a85/pdf.pdf>
- <https://www.youtube.com/watch?v=zogLCssW0Ts>
- <https://www.digimat.in/nptel/courses/video/110104086/L05.html>
- <https://www.youtube.com/watch?v=wcs-wlkTJlc>

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### Centre for Distance and Online Education (VTU - CDOE)

International Human Resource Management		Semester	III
Course Code	OMBAHR305	CIE Marks	30
		SEE Marks	70
Credits	4	Total Marks	100
		Exam Hours	3
Examination nature (SEE)	Theory: 100 percentage		
Course objectives:			
<ul style="list-style-type: none"><li>• The course is intended to provide a basic understanding about the finer aspects of international business to the students.</li><li>• To help students to know the diffusion of IHRM into Indian MNCs</li><li>• To help students to learn employee relations in global context</li></ul>			
Module-1 8hrs			
Defining international HRM, Difference between domestic and International HRM, Organizational Structure in MNC, International staffing, The role of an expatriates, The role of non-expatriates, The role of the corporate HR functions			
Module-2 8hrs			
Recruiting and selecting staff for International assignments- Introduction, Issues in staff selection, Training and Development: The role of expatriate training, components of effective pre-departure training, developing staff through international assignments. Compensation: Objectives of International compensation, Key components of an international compensation program, Approaches to International compensation, Patterns in complexity			
Module-3 8hrs			
Expatriation and Repatriation, Performance Management: Introduction, performance management of International employees, performance appraisal of International employees			
Module-4 8 hrs			
The diffusion of International HRM in MNCs: Global versus local strategy and structure in MNCs. Transfer of HR practices in MNCs. Knowledge management and international HRM. Cross cultural management. Global work life management. Case Study			
Module-5 8 hrs			
Employee relations: International perspective of Industrial relations IHRM trends and future challenges. Corporate social responsibility and sustainability in HR Labour regulation in a global economy. Diversity and diversity management. Case Study			

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### Course Outcomes:

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

Sl. No.	Description	Blooms Level
CO1	Understanding the difference between international staffing and domestic staffing	L1/L2
CO2	Apply of knowledge in evaluating the international employees	L3
CO3	To analyze the case studies of HR practices in India and other countries	L4
CO4	To analyze employee relations and HR labor regulations in global economy	L4

### Suggested Learning Resources:

#### Recommended Books:

- International Human Resource Management – Text and Cases P. L. Rao, Excel Books (Latest Edition)
- International Human Resource Management, Peter Dowling and Denise Welch, Cengage Learning
- International Human Resource Management, Tony Edwards, Pearson Education
- Mathew Mary, Jain C. Harish : International human resource management in the Indian information technology sector: A comparison of Indian MNCs and affiliates of foreign MNCs in India

#### Reference Books:

- Global Human Growth Model, M.N Rudrabasavaraj, Himalaya
- International Human Resource Management, Monir Tayeb, Oxford
- International Human Resource Management- Tony Edwards & Chris Rees: Pearson, 2008.

#### Web links and Video Lectures (e-Resources):

- [https://www.tutorialspoint.com/talent\\_management/talent\\_management\\_tutorial.pdf](https://www.tutorialspoint.com/talent_management/talent_management_tutorial.pdf)
- <https://www.coursera.org/courses?query=human%20resource%20management>

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## Centre for Distance and Online Education (VTU - CDOE)

International Business		Semester	IV
Course Code	OMBA401	CIE Marks	30
		SEE Marks	70
Credits	4	Total Marks	100
		Exam Hours	3
Examination nature (SEE)	100% Theory		
<b>Course objectives:</b> <ul style="list-style-type: none"><li>• To explore and offer knowledge on Global Business Environment.</li><li>• To explore knowledge on International Institutions involved in global business.</li><li>• To assist the students to develop a truly Global Perspective.</li><li>• To understand the contemporary issues in global business that illustrates the unique challenges faced by managers in the IBE.</li></ul>			
<b>MODULE-1</b>		<b>9 Hours</b>	
<b>Introduction to International Business:</b> 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.			
<b>MODULE-2</b>		<b>7 Hours</b>	
<b>Theories of International Business:</b> Introduction, Mercantilism, Theory of absolute cost advantage, Comparative cost advantage theory, Comparative cost advantage with money, Relative factor endowment theory, Product life cycle theory, Global strategic rivalry theory, Porter’s National Competitive Advantage Theory.			
<b>MODULE-3</b>		<b>8 Hours</b>	
<b>International Institutions:</b> 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.			
<b>MODULE-4</b>		<b>8 Hours</b>	
<b>Multi-National Corporations:</b> 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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## Centre for Distance and Online Education (VTU - CDOE)

### 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://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>

**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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## Visvesvaraya Technological University, Belagavi

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### Centre for Distance and Online Education (VTU-CDOE)

Digital & Social Media Marketing		Semester	IV
Course Code	OMBAMM402	CIE Marks	30
		SEE Marks	70
Credits	4	Total Marks	100
		Exam Hours	3
Examination nature (SEE)	100 % Theory		
<b>Course objectives:</b> <ul style="list-style-type: none"><li>• To understand the basic Concepts of Digital marketing and the road map for successful Digital marketing strategies.</li><li>• Understand the major digital marketing channels - online advertising: Digital display, video Mobile, search engine, and social media.</li><li>• Learn to develop, evaluate, and execute a comprehensive digital marketing strategy and plan.</li><li>• Learn how to measure digital marketing efforts and calculate ROI.</li><li>• Explore the latest digital ad technologies.</li></ul>			
MODULE-1		8 Hours	
<b>Introduction to digital marketing:</b> What is Digital Marketing- Why Digital Marketing- Concept of Digital Marketing, Origin, Difference between Traditional Marketing and digital Marketing, Digital Marketing Strategy- The P-O-E-M Framework, Digital Marketing Manager role and functions, changing Landscape of Digital marketing? Digital advertising Market in India. Skills required in Digital Marketing, Digital Marketing Plan			
MODULE-2		8 Hours	
<b>Display advertising :</b> Concept of Display Advertising, types of display ads, buying models, display plan Targeting- contextual targeting placement targeting, remarketing, interest categories, geographic and language tagging, demographics, mobile, other targeting methods. Programmatic digital advertising, You Tube Advertising.			
<b>Search Engine Optimization (SEO):</b> Introduction to SEO. Search engine Major functions and operating algorithm, Introduction to SERP, search engine keywords and types, Google keyword planner tool; Keywords planner tool; Keywords research process; Understanding keywords; On page optimization; Off Page optimization			

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MODULE-3	9 Hours
<p><b>Digital Advertising (PPC, Digital Display and YouTube campaign):</b> Google Ad Words Overview; Understanding AdWords Algorithm; Creating Search Campaigns; Understanding Ad Placement, Understanding Ad Ranks, Types of Search Campaigns - Standard, All features, dynamic search &amp; product listing. Tracking</p> <p><b>Performance/Conversion:</b> conversion tracking and its importance, setting up of conversion tracking, Optimizing Search Ad Campaigns. Display ads and its features, Types of display campaigns, Creating Display Campaign, Optimizing Display Campaign and Re-marketing, customer engagement on eportals.</p> <p><b>Concept of Online Advertising:</b> Types of Online Advertising, Contextual advertising, Payment Modules, Different Online advertising platforms Creating Banner Ads Using Tools</p>	
MODULE-4	9 Hours
<p><b>Emerging trends in Digital Marketing:</b> Affiliate Marketing- Affiliate marketing history, Affiliate marketing scenario in India, Different ways to do affiliate marketing.</p> <p><b>Email Marketing-</b> email marketing and process. Types of email marketing- Opt-in &amp; bulk emailing; Setting up email marketing account, creating a broadcast email. auto responders, Setting up auto responders; Tricks to land in inbox instead of spam folder;</p> <p><b>Social Media Marketing-</b>Concept of social media marketing, Understanding Facebook marketing, LinkedIn Marketing, Twitter Marketing, Video Marketing and VIDEO &amp; AUDIO (PODCASTING) marketing; and Content Marketing-Introduction to content marketing, Objective of content marketing,</p> <p><b>Content marketing</b> 7 step strategy building process, writing a great compelling content, optimizing content for search engines, opt-in email list with content marketing examples.</p>	
MODULE-5	6 Hours
<p><b>Mobile marketing:</b> mobile Usage, Mobile Advertising- Mobile Advertising Models, advantages of Mobile advertising, Mobile Marketing Toolkit, Mobile Marketing features- Location based services, Social marketing on mobile, QR Codes, Augmented Reality, Gamification. Tracking mobile campaigns- Mobile Analytics. <b>Live Project: Create a mobile advertising project</b></p>	

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#### Course Outcomes:

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

Sl. No.	Description	Blooms Level
CO1	Illustrate the knowledge about digital marketing strategy and planning in contemporary world of marketing.	L1
CO2	Describe and/or improve a strategy for measuring and improving digital media effectiveness and use of SEO	L2
CO3	Describe online advertising including ad networks and behavioural targeting	L3
CO4	Evaluate Emerging trends in digital marketing.	L4
CO5	Analyze how to mobile marketing strategy to optimize marketing operation	L5

#### Suggested Learning Resources:

##### Recommended Books:

1. Digital Marketing by Seema Gupta McGraw Hill Education latest edition
2. The Essentials of E-Marketing, 4 th edition by Quirk Education (E-Book)
3. Markeing 4.0: Moving from Traditinal to Digital by Philip Kotler, Hermawan Kartajaya, Iwan Setiawan Wiley 2017
4. Fundamentals of Digital Marketing Puneet Bhatia Pearson latest edition
5. Social Media Marketing, Tracy L Tuten, Michael R Solomon, Sage Publications, 3/e, 2020

##### Reference Books:

1. Digital Marketing. Swaminathan T N, Karthik Kumar, Cengage Learning India Pvt. Ltd, 2019
2. Digital Marketing, Ian Dodson, Wiley latest edition

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#### Web links (e-Resources):

[https://onlinecourses.nptel.ac.in/noc22\\_mg104/preview](https://onlinecourses.nptel.ac.in/noc22_mg104/preview)

[https://onlinecourses.nptel.ac.in/noc22\\_mg78/preview](https://onlinecourses.nptel.ac.in/noc22_mg78/preview)

[https://learninglink.oup.com/access/king-lawley3e-student-resources#tag\\_all-chapters](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>

<https://www.serp-hub.org/blog>

<https://grow.google/intl/uk/courses-and-tools/>

#### Mapping of COs and Pos

	PO1	PO2	PO3	PO4	PO5
CO1					
CO2					
CO3					
CO4					
CO5					

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## Centre for Distance and Online Education (VTU-CDOE)

Integrated Marketing Communication		Semester	IV
Course Code	OMBAMM403	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"><li>To build a comprehensive framework for integrated marketing communications.</li><li>To the study the advertising, publicity, personal selling, direct marketing and sales promotion.</li><li>To enhance knowledge of emerging trends in integrated marketing communications.</li><li>To acquaint the students with the latest internet and e-marketing techniques, ethically way of handling business.</li></ul>			
MODULE-1		8 Hours	
An Introduction to Integrated Marketing Communication (IMC): Integrated Marketing Communication: Role of IMC in marketing process, IMC planning model, Marketing and promotion Process model. Communication Process, steps involved in developing IMC programme, Effectiveness of marketing communications Advertising: Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC.			
MODULE-2		8 Hours	
Understanding communication process: Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model. Advertising Agency: Type of agencies, Services offered by various agencies, Criteria For selecting the agencies and evaluation. Advertising objectives and Budgeting: Goal setting - DAGMAR approach, various budgeting methods used.			
MODULE-3		8 Hours	
Media planning: Factors considered in Media Planning, Developing Media plan, Importance, Problems encountered, Advertising Media, Media Evaluation-Print, Broadcast media, Support media in advertising. Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.			

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## Centre for Distance and Online Education (VTU-CDOE)

### MODULE-4

8 Hours

**Direct Marketing:** Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies.

**Sales Promotion:** Meaning, Importance, tools used, Conventional/unconventional, drawbacks, push pull strategies, Co-operative advertising, Integration with advertising and publicity

**Public relation/ Publicity:-**Meaning, Objectives, tools of public relations, Public Relation strategies, Goals of publicity, **Corporate Advertising** - Role, Types, Limitations, PR Vs Publicity.

### MODULE-5

8 Hours

**Monitoring, Evaluation and control:** Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing.

**Digital Media & Advertising:** Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Adverting, E-PR Advertising Laws & Ethics: Adverting & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI.

### Course Outcomes:

1. Define and apply knowledge of various aspects of managerial decision making related to marketing communications strategy and tactics.
2. Ability to create an integrated marketing communications plan which includes promotional strategies.
3. Explain the role of IMC in the overall marketing & Use effectiveness measures to evaluate IMC strategies.

### Suggested Learning Resources:

#### Books

#### Recommended Books:

1. Advertising and Promotions IMC Perspectives: Belch and Belch, 9/e, Tata McGraw Hill, 2012.
2. Advertising & Integrated Brand Promotion - O'Guinn, Allen, Semenik, Cenage Learning.

#### Reference Books:

1. Integrated Advertising, Promotion, and Marketing Communications, Clow, Baack, 3/e, Pearson Education, 2007.
2. Advertising an IMC perspective, S.N.Murthy & U Bhojanna, Excel Books



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## Web links and Video Lectures (e-Resources):

- <https://www.digimat.in/nptel/courses/video/110107158/L04.html>
- [https://www.academia.edu/13180608/E\\_Book\\_IMC\\_Integrated\\_Marketing\\_Communication](https://www.academia.edu/13180608/E_Book_IMC_Integrated_Marketing_Communication)
- <https://www.pdfdrive.com/integrated-marketing-communications-d41011351.html>
- <https://core.ac.uk/download/pdf/161426367.pdf>
- [https://www.researchgate.net/publication/319085740\\_Integrated\\_Marketing\\_Communications](https://www.researchgate.net/publication/319085740_Integrated_Marketing_Communications)

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### Centre for Distance and Online Education (VTU-CDOE)

Investment Analysis and Portfolio Management		Semester	IV
Course Code	OMBAFM402	CIE Marks	30
		SEE Marks	70
Credits	4	Total Marks	100
		Exam Hours	3
Examination nature (SEE)	(60% Theory & 40% Problems)		
<b>Course objectives:</b> <ul style="list-style-type: none"><li>• To acquaint students with fundamental concepts of capital market and its instruments.</li><li>• To understand techniques to evaluate and analyze risk and return characteristics of securities such as individual stocks, mutual funds etc.</li><li>• To provide basic knowledge of the theories and practices of modern portfolio choice and investment decision</li></ul>			
<b>Module-1</b>		<b>(8 Hours)</b>	
Introduction to Investment: Investment Avenues, Attributes, Investor V/s speculator, Features of a good Investment, Investment Process. Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives. Securities Market: Trading & Settlement Procedure, Stock Market Indicators- Indices of Indian Stock Exchanges (only Theory).			
<b>Module-2</b>		<b>(8 Hours)</b>	
Return and Risk Concepts: Concept of Risk, Causes of Risk, Types of Risk- Systematic risk- Market Price Risk, Interest Rate Risk, Purchasing Power Risk, Unsystematic Risk- Business risk, Financial Risk, Insolvency Risk, Risk-Return Relationship, Concept of diversifiable risk and non-diversifiable risk. Calculation of Return and Risk of Individual Security & Portfolio (Theory & Problems).			
<b>Module-3</b>		<b>(8 Hours)</b>	
Valuation of Securities: Bond – Meaning, features, types, determinants of interest rates, Bond Valuation, Bond Duration, Bond Management Strategies. Preference Shares- Concept, Valuation. Equity Shares- Concept, Valuation, Dividend Valuation Models, P/E Ratio valuation model. (Theory & Problems)			

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<b>Module-4</b>	<b>(8 Hours)</b>
Fundamental & Technical Analysis: Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Economy Analysis, Industry Analysis, Company Analysis-Financial Statement Analysis. Market Efficiency: Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency. Technical Analysis - Concept, Theories- Dow Theory, Eliot Wave theory. Charts-Types, Trends and Trend Reversal Patterns(Theory only)	
<b>Module-5</b>	<b>(8 Hours)</b>
Modern Portfolio Theory: Markowitz Model- Diversification, Portfolio Return, Portfolio Risk, Efficient Frontier. Sharpe's Single Index Model, Capital Asset Pricing Model: Assumptions, CAPM Equation, Capital Market Line, Security Market Line, CML V/s SML (Theory & Problems).	
Semester End Examination: <ul style="list-style-type: none"><li>40 percent theory: 60 percent problems</li></ul>	
Suggested Learning Resources: Books	
<ol style="list-style-type: none"><li>Investment Analysis and Portfolio Management, Prasanna Chandra, Tata McGraw Hill, 3/e, 2010.</li><li>Security Analysis &amp; Portfolio Management, PunithavathyPandian, Vikas Publications, 2/e, 2018.</li><li>Security Analysis &amp; Portfolio Management - Fisher and Jordan, 6/e Pearson, PHI.</li><li>Investments -ZviBodie, Kane, Marcus &amp; Mohanty, TMH, 8th Edition, 2010.</li><li>Investment management (Security Analysis and &amp; Portfolio Management), Bhalla V.K., Vikas Publications, 19/e, 2018.</li></ol>	

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#### Web links and Video Lectures (e-Resources):


- <https://www.digimat.in/nptel/courses/video/110105035/L01.html>
- <https://www.youtube.com/watch?v=Fv63XWOIERM>
- <https://www.youtube.com/watch?v=NIjucusocFw>
- <https://www.digimat.in/nptel/courses/video/110105035/L02.html>
- <https://www.pdfdrive.com/investment-management-e1833037.html>
- <https://www.youtube.com/watch?v=5QuK8L1g2r4>

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#### Course outcomes :

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

Sl. No.	Description	Blooms Level
CO1	Understand the capital market and various Instruments for Investment.	L1
CO2	Assess the risk and return associated with investments and methods to value securities.	L1
CO3	Analyze the Economy, Industry and Company framework for Investment.	L2,L3
CO4	Learn the theories of Portfolio management and also the tools and techniques for efficient portfolio management.	L4

  
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VTU Centre for Distance and Online Education (VTU - CDOE)

Banking and Financial Services		Semester	IV
Course Code	OMBAFM 403	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"><li>• To understand the structure and functions of Public sector banks and Commercial banking in India.</li><li>• To learn the functions of various financial services in India.</li><li>• To understand role of Banking and Financial Services in Business organizations</li><li>• To know the functioning of NBFC 's in India</li></ul>			
Module-1			
Types of banks –Public Sector, Regional Banks, Credit creation and Deployment of Funds. Role of Reserve Bank and GOI as regulator of banking system – Provisions of Banking Regulation Act & Reserve Bank of India Act, Quantitative and qualitative measures of credit control. Recent trends in Banking- Banking Technology , Neo banking, Payment banking, Fintech , Crypto currency , Bank performance analysis and Future of Banking. (Theory)			
Module-2			
Commercial Banking: Structure, Functions - Primary & Secondary function, Services rendered. Concept of Universal Banking, Understanding and Analyzing banks Financial statements:(Theory)			
Basics of savings and investment: Why are investment and Savings important, saving v/s Investment ,What should be the investment objectives ? Risk and return ,Inflation effect on Investment ,Tax saving schemes ,Government schemes –National saving certificate ,Public provident fund ,Post office scheme ,equity linked savings schemes , Retirement benefit schemes ,NPS –New pension scheme (Theory)			
Module-3			
Merchant Banking: Categories, Services offered, Issue management – Pre and Post issue management, Issue pricing, preparation of prospectus, Underwriting, Private Placement, Book Building Vs. Fixed price issues.(Theory)			

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#### Module-4

**NBFCs: An Overview** -Types of NBFCs in India- Growth, Functions and Regulatory framework. (Theory)

**Micro-finance:** The paradigm-NGOs and SHGs-Microfinance delivery mechanisms, Models Services, Challenges. -Future of Micro finance(Theory)

**Leasing & Hire Purchase:** Nature and scope of leasing, Types of leasing, Problems in Evaluation of Leasing. Nature and forms of Hire purchase agreements, Problems in Evaluation of Hire Purchase. (Theory and Problems)

#### Module-5

**Venture Capital :** Concept, features, process , Stages. Private equity- Investment banking perspectives in private equity. Performance of Venture Capital Funded Companies In India.(Theory)

**Depository System:** Objectives of depository system, Activities, NSDL & CDSL. Process of Clearing and Settlement.

**Housing Finance:** Role, Types of housing loans, Institutions and banks offering Housing Finance. Procedure and Interest rates. Income Tax Implication. Reverse mortgage loan. (Theory)

#### Course Outcomes:

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

Sl. No.	Description	Blooms Level
CO1	The Student will be acquainted to various Banking and Non-Banking financial services in India.	L1
CO2	The Student will understand the activities of Merchant Banking, savings and investment.	L2
CO3	The Student will be equipped to understand micro financing and other financial services in India	L3
CO4	The Student will understand how to analyse ,evaluate and compare leasing & hire purchase	L4

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### Suggested Learning Resources:

#### Recommended Books:

1. Financial services by Khan M.Y, McGraw Hill, Education , 6<sup>th</sup> Edition 2011.
2. Banking and Financial Services by Mukund Sharma , Himalaya Publishing House , 2015
3. Management of Banking and Financial services by Padmalatha Suresh & Justin Paul, Pearson. 3rd Edition

#### Reference Books:

1. Financial Markets and Services by K. Natarajan, E. Gordan, Himalaya Publishing house , 2009.
2. Merchant Banking and Financial Services by Madhu Vij ,Swati Dhawan , McGraw Hill Education, 2<sup>nd</sup> Edition

#### Web links (e-Resources):

<https://www.youtube.com/watch?v=snvBHzzrP4Fg&list=PLDfJJoyVy2hk71YkWCfjK60cvUZehyXQW&index=21>

<https://www.youtube.com/watch?v=AeOWJZjPYN0>

<https://www.youtube.com/watch?v=bUVpY-iO8uk>


NSE India

BSE India

Investing.com

Moneycontrol.com

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COMPENSATION AND BENEFITS		Semester	IV
Course Code	OMBAHR402	CIE Marks	30
		SEE Marks	70
Credits	4	Total Marks	100
		Exam Hours	3
Examination nature (SEE)	Theory: 100 percentage		
<b>Course objectives:</b> <ul style="list-style-type: none"><li>• The student will be able to understand and identify the application of Compensation Management in the Organisation</li><li>• The student will be able to apply and solve the workplace problems through application of Compensation Management</li><li>• The student will be able to classify and categories different models and approaches of Compensation Management adopted in the Organisation</li><li>• The student will be able to formulate and prepare Compensation Management to be adopted in the Organisation</li></ul>			
<b>Module-1 (8 Hours)</b>			
<b>Compensation Management:</b> Compensation management process; basis of compensation management; Factors influence compensation in an organization, Financial and non - financial compensation; compensation philosophies; Theories of Wages - Wage Structure, Wage Fixation, Wage Payment, Salary Administration, computer applications and automation in salary and wage administration. Recent developments in compensation management. Innovations in the area of compensation management in Indian and MNCs operating in India. Emerging philosophies and practices around the world.			
<b>Module-2 (8 Hours)</b>			
<b>Employee benefits and total remuneration;</b> Designing a base pay structure, Job analysis as a basis for compensation determination Strategic and tactical compensation; Pay structure architecture; Interlocking multiple pay structures; Employee Benefits; Benefits Need Analysis, Funding Benefits, Benchmarking Benefit Schemes, Employee Benefit Programs, Security Benefits. The Wage Curve - Pay Grades - Salary Matrix -			
<b>Module-3 (8 Hours)</b>			
<b>Compensation Management:</b> Meaning of Compensation Management, Methods of Wage Payment, Essentials of a Satisfactory Wage System, National Wage Policy in India, Wage Policy at the Organisational Level, Wage Problems in India, Components/Functions of Compensation Management/W&S Admin, Divergent Systems and Institutions for Wage Fixation in India.			

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#### Module-4(8 Hours)

**Wage Determination Practices:** Introduction, Management's Strategy, Reward Policy, Reward Management Processes, Reward Management Procedures, Pay Reviews, Planning and Implementing Pay Reviews, Procedures for Grading Jobs and Pay, Rates Fixation, Controlling Payroll Costs, Evaluation of Reward Processes, Some Other Trends, Boardroom Pay,, Management Strategy; Fringe Benefits, Fringe Benefits and Current Practices, Internal Audit of Compensation and Benefits; Different types of Direct and Indirect compensation include: Base Pay / Base pay; Commissions; Overtime Pay; Bonuses, Profit Sharing, Merit Pay; Stock Options; Travel/Meal/Housing Allowance; Benefits including:dental, insurance, medical, vacation, leaves, retirement, taxes; Merit pay; Incentive Pay; Deferred Pay ; Pay for time; Recreational facilities

#### Module-5 (8 Hours)

**Legal Aspects in Compensation Management:** Objectives, structure, and provisions of legislations on wages and bonus i.e. the minimum wages act, 1948, the payment of wages act, 1936, The payment of bonus act, 1965, etc.; determination of wages, Dearness Allowance and other monetary benefits, role of IR and Labour Union in wage determination in an organizations, Industrial tribunals; antidiscrimination in employment , legislations to support; case law; recent trends and working of these laws; Wage Boards and Pay Commissions, Creating a Work Life Setting - Designing Benefit Packages.

#### Course Outcomes:

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

Sl. No.	Description	Blooms Level
CO1	Gain insights of various conceptual aspects of Compensation and Benefits to achieve organizational goals	L1
CO2	Determine the performance-based compensation system for business excellence and solve various casesand can compose the business letters in English preciselyand effectively.	L3
CO3	Designing the compensation strategies for attraction, motivation and retaining high quality workforce.	L2
CO4	Understand the Legal & Administrative Issues in global compensation to prepare compensation plan, CTC, wage survey and calculate various bonus.	L4

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#### Suggested Learning Resources:

##### Recommended Books:

1. Compensation Management: R. C. Sharma, Sulabh Sharma Sage Publication India Pvt.Ltd Edition 2019
2. Compensation and Benefit: Biswas, Bashker, D Pearson, edition 2013
3. Managing Employees Performance and Rewards: Shields Cambridge Press, edition 2007
4. Human Resource Information Systems: Basics, Applications, and FutureDirections: Michael J. Kavanagh, Mohan Thite, Richard D. Johnson, Sage Publication India Pvt.Ltd , 3/e, 2015
5. Competency-Based Human Resource Management: AnindyaBasu Roy, SumatiRaym, Sage Publication India Pvt. Ltd, 2019


##### Reference Books:

1. Compensation Management in a Knowledge – Based World, Henderson - Pearson
2. Understanding Wage and Compensation System, A.M. Sharma, HP
3. Compensation and Reward Management, B.D. Singh - EB
4. Compensation Management in a Knowledge Based world – Prentice Hall India, New Delhi

##### Web links and Video Lectures (e-Resources):

- <https://www.youtube.com/watch?v=ax7suq7w4cm>
- <https://www.youtube.com/watch?v=g4AGhGehhsc>
- [https://www.researchgate.net/publication/325959515\\_impact\\_of\\_compensation\\_and\\_benefits\\_on\\_job\\_satisfaction](https://www.researchgate.net/publication/325959515_impact_of_compensation_and_benefits_on_job_satisfaction)

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

  
**Dr. T. Manjunatha**  
Professor and Co-Ordinator  
Department of MBA  
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## Visvesvaraya Technological University, Belagavi

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

### Centre for Distance and Online Education (VTU - CDOE)

Industrial Legislation		Semester	IV
Course Code	OMBAHR403	CIE Marks	30
		SEE Marks	70
Credits	4	Total Marks	100
		Exam Hours	3
Examination nature (SEE)	Theory: 100 percentage		
Course objectives:			
To understand and analze the application of various Rules and Regulation in Industry and the Organisation			
2. To apply and solve the workplace problems through Labour Laws			
4. To create and reconstruct Industrial Relations System to be adopted in the Organisation			
6.To appraise and judge the practical applicability of Labour Laws regulating Industrial Relations in Organisation			
Module-1 (8 Hours)			
Introduction – Industrial Relation: Definitions, Scope, Objectives, Types, Importance, approaches of Industrial Relations, Model of Industrial relations, Recent Trends in Industrial Relations, Managing IR Changes. The Participants of Industrial Relation Activities. Labour and Indian constitution - Special features of Indian Industrial Relations - Policies and practices in India -Code of Discipline and historical initiatives for harmonious IR - Government policies relating to labour in 5 years plans - Legal Enactments - ILO and its influence on Legal Enactments in India			
Module-2 (8 Hours)			
Grievance procedure and Discipline management - Grievance - Meaning and forms - Approaches to grievance machinery - Grievance procedures - Model grievance procedure. Discipline – Judicial approach to discipline - Domestic enquiries - Disciplinary procedures approaches to manage discipline in Industry-Industrial Conflicts - Nature of conflicts and its manifestations - Causes and types of Industrial conflicts - Prevention of Industrial conflicts - Settlement of Industrial conflicts- Employer’s federations and their role in IR Factories Act’ 1948.Shops and commercial Establishments Act			
Module-3 (8 Hours)			
Introduction to Employee Relation, meaning and significance of employee relation in industry, Advantages and limitations of maintaining employee relations through unions. Legal provisions to maintain employee relation- works committee, conciliation, board of conciliation, voluntary arbitration, and adjudication.			

  
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#### Module-4 (8 Hours)

Factory Act 1948, Contract labour Act (Regulation and Abolition) Act 1970, The Payment of Wages Act, 1936 - the Minimum Wages Act, 1948 Industrial Disputes Act, Workmen's Compensation Act

#### Module -5 (8 Hours)

Employee's State Insurance (E.S.I) Act, The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. Gratuity Act 1972, Employee provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefit Act' 1961

#### Course Outcomes:

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

Sl. No.	Description	Blooms Level
CO1	Gain practical experience related to labour legislations in India across various sectors.	L2
CO2	Acquire conceptual knowledge of Industrial relations and labour laws followed within industries.	L2
CO3	Develop the greater understanding of IR concepts and its application in solving various issues in IR.	L4
CO4	Apply the IR and labour laws concepts in various industries in India.	L5

#### Suggested Learning Resources:

##### Recommended Books:

1. Mamoria & Mamoria - 'Dynamics of Industrial Relations', Himalaya Publishing house, Mumbai.
2. Arun Monappa - Industrial Relations, Tata McGraw Hill Publishing Company Ltd.
3. P R N Sinha et al Industrial Relations, Trade Unions & Labour Legislation, Pearson Education
4. Dr. M V Pylee and A Simon George - Industrial Relations and Personnel Management, Vikas Publishing House Pvt. Ltd.
5. R S Davar - Personnel Management and Industrial Relations, Vikas Publishing House, Mumbai.
6. Myers, A Charles and Karnnappan S - Industrial Relations in India, Asia Publication House, Mumbai

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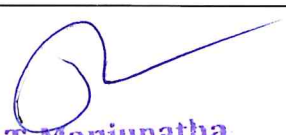
### Reference Books:

1. Industrial relation, S. Venkata Ratam and Manoranjan Dhal, Oxford Publication, 2017 (2 nd edition).
2. Essentials of HRM and Industrial Relation, Rao, P Subba, Himalaya Publishing House, 2013 (5th edition).
3. Industrial Relations, Trade Union and Labour Legislation. PRN Sinha, Indu Bala Sinha, Seema Shekhar, Pearson, 2017 (3 rd edition).
4. Industrial Relations and Labour Laws-Emerging Paradigms, B.D.Singh, Excel Book, 2008.

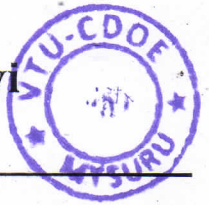
### Web links and Video Lectures (e-Resources):

- <http://www.nitttrc.edu.in/nptel/courses/video/110105069/L22.html>
- <https://www.icsi.edu/media/webmodules/publications/7.%20Industrial,%20Labour%20and%20General%20Laws.pdf>
- <https://odl.ptu.ac.in/SLM/mba/4th/BOOK%20MBA%20968.pdf>
- <https://www.scribd.com/document/435959602/Industrial-Relations-and-Labour-Laws-6th-S-C-Srivastava-1-pdf>
- <http://www.gopalancolleges.com/gcem/course-material/mba/hr-subjects/industrial-regulations-legislation-14MBAHR301.pdf>

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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:**

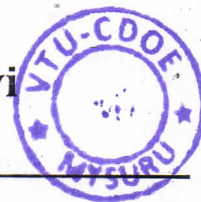
The SEE question paper will be set for 70 marks & will have three sections

- **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

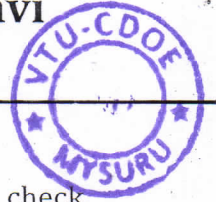
#### Objective

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

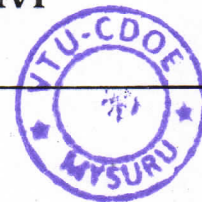
- Each candidate shall carry out the project work independently as per Scheme of Teaching and Evaluations under the guidance of one of the faculty members of the Department.
- If the project is of inter-disciplinary nature, a co-guide shall be allotted by the University from the other concerned department.
- 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**

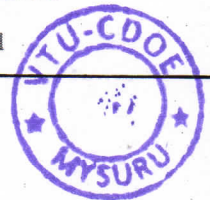
Introduction, Industry profile and company profile: Promoters, vision, Mission & Quality Policy. Products / services profile areas of operation, infrastructure facilities, competitor's information, SWOT Analysis, Future growth and prospects and Financial Statement.

**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)

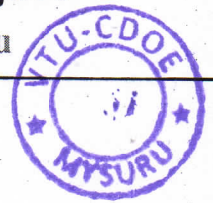
Sl. No.	Evaluation Type	Particulars	Marks
1	CIE	Internal Assessment by the Guide- Based on the Presentations by Students	30
2	SEE	Report Evaluation by the Guide & External Examiner. Average of the marks awarded by the two Examiners shall be the final evaluation marks for the Dissertation	35
3	SEE	Viva-Voce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

#### 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
<b>Total</b>		<b>30</b>





**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
<b>Total</b>		<b>35</b>

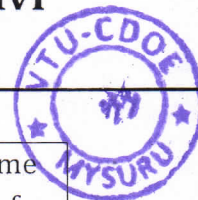
**C. Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry/ Institute (Joint Evaluation)**

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
<b>Total</b>		<b>35</b>

**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





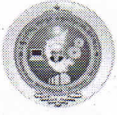
Approval Status	The approval status is submitted to Programme Coordinator who will officially give concurrence for the execution of the Project
Understanding Structure, Culture and functions of the organization / Identifying of business problem from the Industry through the literature study	Student should 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. <b>(First Presentation)</b>
Data collection	Date collected to be edited, coded, tabulated and presented to the guide for suggestions for analysis. <b>(Second Presentation)</b>
Analysis and finalization of report	Students must use appropriate and latest statistical tools and techniques for analyzing the data. <b>(Third Presentation)</b>
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**

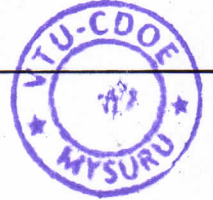
<b>Page 1</b>	Title, Contact Address of student- with details of Internal and External Guide (if applicable)
<b>Pages 2-4</b>	Short introduction with objectives and summary (300 words), Review of Articles / Literature about the topic with source of information.

### **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

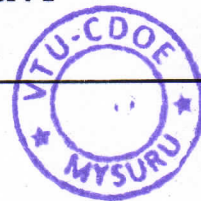
**DECLARATION**

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.
<b>Executive Summary</b>		
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
<b>Bibliography</b>		
<b>Annexures</b>		

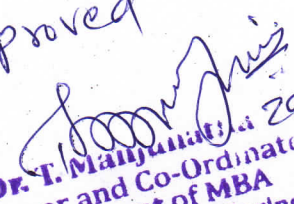
**List of Tables**

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