VISVESVARAYA TECHNOLOGYCAL UNIVERSITY
"Jnana sangama", Belagavi-590018 Karnataka State

Dr. T. Manjunatha
Chairman, BOS in MBA

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December 29, 2019

To,
The of Principals of All Engineering Colleges affiliated to VTU, Belagavi

Dear Sir/Madam

Sub: Revision of MBA Syllabus for 2020-21 scheme-Reg.

With reference to the above, I seek your cooperation for the preparation of MBA Syllabus 2020-21 in case your esteemed college is offering the MBA program.

In this regard, I request you to constitute a syllabus revision committee with HOD as the Chairperson and Department faculty, invited Alumnae and industry experts as members.

The proposals and feedback of the Committee will be a value addition for the formation and implementation of the MBA Syllabus for 2020-21 scheme.

The soft copy of the Committee deliberation and feedback may please be uploaded to https://docs.google.com/forms/d/e/1FAIpQLSd_-UXtpGnxX6UofkO46RsvIBuY57Gxv_WpDa2M_dFgDLZjw/viewform?usp=sf_link on or before Thursday, January 16, 2020.

Thank you very much and soliciting your response,

Dr. T. Manjunatha
Chairman
Board of Studies in MBA
VTU, Belagavi

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[illegible]'s Institute of Engg. & Technology
[illegible] - 574 225, D.K

Alva's Institute of Engineering and Technology,
Shobhavana Campus, Mijar, Moodbidri, D.K – 574225
Phone: 08258-262725, Fax: 08258-262726

REF:AIET/ACA/2019-20

30/12/2019

CIRCULAR

As per the VTU order vide letter dated 29/12/2019, you are hereby instructed to constitute a syllabus revision committee with HOD as the Chairperson and Department faculty, invited Alumnae and industry experts to give feedback and propose changes which can be a value addition for the formation and implementation of the MBA Syllabus for 2020-21 scheme. The deliberations of the Committee may be forwarded to the VTU for consideration

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POST GRADUATE DEPARTMENT OF BUSINESS ADMINISTRATION

MINUTES OF THE DEPARTMENTAL MEETING HELD ON 31/12/2019

The following is the Committee constituted for the purpose of 2020-21 Syllabus Revision

Designation	Name	Signature
Chairperson	Dr Claret Mendonca (HOD)	
Faculty Members	Dr G.V Joshi	
	Dr Nagendra	
	Mr Johnson Fernandes	
	Ms Priya Sequeira	
	Ms. Maithri	
	Mr Abhijeeth Bekalkar	
Invited Alumnae	Mr Prasheel Shetty	
Industry Expert	Mr Chandrahas Shetty Senior Vice President Alembic Pharmaceuticals Ltd	

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POST GRADUATE DEPARTMENT OF BUSINESS ADMINISTRATION

31/12/2019

Feedback on Curriculum and Proposed Recommendations by the Syllabus Review Committee

1. The 2018-19 Syllabus is lacking in focus on advanced Technology courses. This should be included in the 2020-21 syllabus as the emerging technological advancements should be included in the curriculum.
2. The Syllabus includes some aspects of Business Analytics. However due to the increasing emphasis on Data Analytics, more of the specialisation courses must include Analytics. The Curriculum designing for this course should take into account the role of Analytics in the various managerial positions and should be introduced with immediate effect.
3. The Committee found that the syllabus of Human Resource & Marketing needed some more updating after introduction of Analytics but suggested that the Curriculum be maintained as the same so as to motivate more students to opt for the specialisation.

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Alva's Institute of Engineering and Technology, Mijar, Moodbidri,Mangalore

POST GRADUATE DEPARTMENT OF BUSINESS ADMINISTRATION

Ref: AIET/ACA/2019-20/05

Date: 03/01/2020

To

The Chairman,

Board of Studies in MBA(BoS)

VTU, Belagavi

Sub: Proposals and Feedback of Syllabus revision committee 2020- Scheme of VTU Syllabus-reg

Ref: Your Letter Dated 29/12/2019

With reference to the above cited subject, we have hereby enclosed the deliberations of the Committee formed for syllabus revision for 2020-21 scheme.

Thank you very much for the opportunity.

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Technology & Operational Strategy			
Course Code	20MBA302	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03

Course Objectives

1. To acquaint the student with the basic management principles with respect to production and operations management.
2. To Familiar the student with different types of Production Systems.
3. To explain the students regarding various techniques used in Operations Management.

Module-1 Introduction to Production and Operation Management (POM) — **7 hours**

Introduction Operations Management: Meaning, Definition, Scope and Functions. Difference Between Production and Operations Management. Management Guru's and their Contribution. The Roles and Functions of Operations Manager. Industry 4.0; Productions and Operations Management in Indian Context.

Module -2 Process Management Mapping — **9 hours**

Process Mapping, Process Flow charts, Ishikawa Diagrams, Fishbone Diagram and Cause and Effect Relationship, 5M, 8P, and 4S Systems, Theory Z Approach.

Module -3 Lean Manufacturing — **9 hours**

Concept of Lean Manufacturing; meaning of lean manufacturing; History of Lean Operations, Types of Waste, "5S" Technique of Eliminating the Waste, Lean Operations in the service sector, Role of Leadership, Lean Operations and Just In Time(JIT).

Module -4 Production System — **9 hours**

Production System: Meaning, Types- Batch and Continuous Production, TPS: Introduction, Overview of Toyota Production Systems – Focused Areas, Techniques: 5S, JIT, JIDOKA, KANBAN, KAIZEN, POKAYOKE, Toyota Production Systems.

Module -5 Total Quality Management(TQM) — **9 Hours**

Evolution of quality; Concept, Meaning and Features of TQM, Eight building blocks of TQM; TQM tools. Benchmarking: Concepts, Meaning, Benefits, Elements, Reasons for benchmarking, Process of benchmarking, FMEA; Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Quality Circles. Total Productive Maintenance (TPM) – Concept and need.

Module-6 Quality Systems — **7 Hours**

ISO: ISO role; Functions of ISO, Quality System Family Series ISO 9000; ISO 14000; ISO21000.
Six Sigma: Features of Six Sigma, Goals of Six Sigma, DMAIC, Six Sigma implementation.
Supply Chain and Operations: Supply Chain "KEIRETSU", Core Competency, Relationship of Operations and Supply Chain; Relationship of Purchasing and Supply Chain; Sources, Service Quality and Supply Chain.

Course Outcomes:

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

1. Acquire the knowledge about the concepts of production and operation management
2. Demonstrate the basic concepts of process mapping
3. Evaluate the importance of Lean Manufacturing
4. Develop strategies of Total quality management
5. Understand the roles of ISO standards and production system

Practical Component:

- Students should understand process management
- Students to visit an organization and study the quality management system
- Students has to understand production system
- Study the role of leader in operation management and prepare a Report
- Students need to understand the practicality of the ISO standards

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X				
CO3	X			X	
CO4	X			X	
CO5	X		X	X	X
			X		X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks				
Sl No	**Title of the book**	**Name of the Author/s**	**Publisher Name**	**Edition and year**
1	Production and Operations Management	S. N. Chari.	Mc Graw Hill.	6/e
2	Operations Management Theory and Practical	B. Mahadevan	Pearson.	3/e
3	Operations Management	Jay Heizer Barry Render, Chuck Munson, Amit Sachan	Pearson.	12/e
4	Production and Operations Management	R. Panneerselvam.	PHI	3/e
Reference Books				
1	The Goal: Process of Improvement	Eliyahu M. Goldratt	North River Press	3/e
2	The Toyota Way	Jeffery Liker.		

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III SEMESTER

CORE COURSES

EMERGING EXPONENTIAL TECHNOLOGIES			
Course Code	20MBA301	CIE Marks	40
Teaching Hours/Week	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03

Objective of the Course:

1. To understand the emerging technologies applicable in field of Management.
2. To study data science as a tool for decision making in Management
3. To understand the concept of AI, IOT and AR.
4. To study other emerging technologies in Management.

Module -1 Introduction to Emerging Technologies **9 hours**

Evolution of technologies; Introduction to Industrial revolution; Historical background of the Industrial Revolution; Introduction to Fourth industrial revolution (IR 4.0); Role of data for Emerging technologies; Enabling devices and networks for emerging technologies (programmable devices); Human to Machine Interaction; Future trends in emerging technologies.

Module -2 Data Science **7 hours**

Overview for Data Science; Definition of data and information; Data types and representation; Data Value Chain; Data Acquisition; Data Analysis; Data Curating; Data Storage; Data Usage; Basic concepts of Big Data.

Module -3 Artificial Intelligence(AI) **9 hours**

Concept of AI, meaning of AI, History of AI, Levels of AI, Types of AI, Applications of AI in Agriculture, Health, Business (Emerging market), Education, AI tools and platforms (eg: scratch/object tracking).

Module -4 Internet of Things (IoT) **9 hours**

Overview of IOT; meaning of IOT; History of IOT; Advantages of IOT; Challenges of IOT; IOT working process; Architecture of IOT; Devices and network; Applications of IOT at Smart home; Smart grid; Smart city; Wearable devices; Smart farming; IOT tools and platforms; Sample application with hands on activity.

Module-5 Augmented Reality (AR) and Virtual Reality (VR) **9 hours**

Introduction to AR, Virtual reality (VR), Augmented Reality (AR) vs mixed reality (MR), Architecture of AR systems. Application of AR systems (education, medical, assistance, entertainment) workshop oriented hands demo.

Module-6 Ethics, Professionalism and Other Emerging Technologies **7 hours**

Technology and ethics, Digital privacy, Accountability and trust, Treats and challenges.
Other Technologies: Block chain technology, Cloud and quantum computing, Autonomic computing, Computer vision, Cyber security, Additive manufacturing (3D Printing)

Course Outcomes:

By the end of this course the student will able to:

1. Identify different emerging technologies
2. Select appropriate technology and tools for a given task
3. Identify necessary inputs for application of emerging technologies
4. Understand the latest developments in the area of technology to support business

Practical Component:

- Big data analysis using an analytical tool
- Study the Application of AI in any one field and prepare a Report
- Study the Ethical practices of a Company
- 3D model Printing by Group or team
- Exposing the students to usage of IoT

CO-PO mapping

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	×				
CO2	×	×		×	
CO3	×	×		×	
CO4	×				

Question paper pattern:

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- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Designing for Emerging Technologies: UX for Genomics, Robotics, and the Internet of Things	Follett, J.	O'Reilly Media	2014
2	Emerging Technologies for Emerging Markets	Vong, J., & Song, I.	Springer Singapore	2014
3	Disruption: Emerging Technologies and the Future of Work	Del Rosal, V.	Emtechub.	2015
4	Emerging Internet-Based Technologies	Sadiku, M. N. O	CRC Press	2019
Reference Books				
1	Digital Economy. Emerging Technologies and Business Innovation,	Mohamed Anis Bach Tobji, Rim Jallouli, Yamen Koubaa, Anton Nijholt		2018
2	Virtual & Augmented Reality for Dummies	Paul Mealy,		2018
3	Augmented Reality and Virtual Reality: Empowering Human, Place and Business,	Timothy Jung, M. Claudia tom Dieck		2019

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MARKETING RESEARCH & ANALYTICS			
Course Code	20MBAMM304	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03

Course Objectives

1. To provide an understanding of the basics of marketing research process.
2. To orient on the theoretical and practical aspects of marketing research.
3. Encourage the students to take up analytical thinking through research.
4. To highlight importance marketing research for enhancing marketing strategies.

Module-1 Marketing Research Dynamics — **9 hours**

Meaning of Marketing research; when marketing research is unnecessary; Nature and Scope of Marketing Research; Marketing Research in the 21st Century (Indian Scenario); limitations of Marketing Research; threats to marketing research; Introduction to marketing intelligence: concept of marketing intelligence (MI), components, need for MI, Domains of MI. Ethics in marketing research. Design of consumer experiments using Conjoint Analysis. Case Study on Marketing Research Dynamics.

Module -2 Marketing Research Projects — **7 hours**

Design and implementation of Marketing Research Projects, defining research questions, identifying respondents, sampling accuracy and sufficiency. Issues around studying human subjects.

Lab on socially acceptable responses- managing

Module -3 Decision Support System — **9 hours**

Marketing Decision Support System-meaning, Use of Decision Support Systems in Marketing Research, Data base & Data warehousing. The three Vs: Volume, Velocity & Varity, The Fourth V: Value. Elements of data base, types of data base, using marketing data base for marketing inteiligence, ways to gather consumer data.

Module -4 Applications of Marketing Research — **9 hours**

Applications of Marketing Research: Introduction, Consumer Market Research, Business-to-Business Market Research, Product Research, Pricing Research, Motivational Research, Distribution Research, Advertising Research, Media research, Sales Analysis and Forecasting.

Live project & Assignment: Agriculture Marketing or B2B marketing

Module -5 Predictive analysis — **9 hours**

Meaning of predictive analysis, how good are models at predictive behavior, benefits of predictive models and applications of predictive analysis, reaping the benefits, avoiding the pitfalls, importance of predictive model, process of predictive analytics. Predictive Analytics, Data Mining and Big Data_ Myths, Misconceptions and Methods by Steven Finlay.

Module - 6 Product Research — **7 hours**

Product Research- Analysis of Diffusion of products, Adoption decisions, Product – services tradeoffs, evaluating prototypes, Luxury and Lifestyle products.

Live project: New Product adoption

Course outcomes:

The student should be able to:

1. Comprehend the objectives of Market research & its application in solving marketing problems.
2. Appreciate the use of different data collection methods, sampling design techniques, measurement methods to analyze the data.
3. Generalize and interpret the data with the help of various measurement techniques.
4. To understand the emergence of new trends in research.

Practical Component:

- Choose 5 successful products or services and identify the insight behind them through a field survey.
- Do a comprehensive essay on the difference between consumers vs. trade vs. Competition insights & how best to exploit them.
- Take 5 recent digital innovations like twitter or face book and identify the insights.
- Running case with real data Dell, Comprehensive critical thinking case Baskin-Robbins.
- Data Analysis case with real data IBM.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X		X		
CO2	X	X		X	
CO3	X		X		X
CO4	X			X	X

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- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Marketing Research- An Applied Orientation	Naresh K Malhotra & SatyaBhushan Dash	Pearson	7th Edition
2	Marketing Analytics Using Excel	.Ajithab Dash	Sage publications	2019
3	Essentials of Marketing Research	William G Zikmund et. al	Cengage Learning	7/e
4	Marketing Research	V Kumar	Sage Publications	1/e, 2015

Reference Books

1	Market Research: Text and cases	Rajendra Nargundkar	Mc Graw Hill	3rd Edition
2	The Effective Use of Market Research: How to drive and focus better business decisions	Robin J Birn	Viva	4th Edition
3	Marketing Research: Methodological Foundations	Gilbert A Churchill & Dawan Lacobucci		8th Edition

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