MAHATMA GANDHI UNIVERSITY

BACHELOR IN BUSINESS ADMINISTRATION (HONOURS)

SYLLABUS

(As per AICTE Norms)

MGU-BBA (Honours)

(2024 Admission Onwards)

Faculty: Management Sciences

BoS: Management Studies (UG/PG Combined)

Programme: Bachelor in Business Administration (Honours)

Mahatma Gandhi University
Priyadarshini Hills

Kottayam – 686560, Kerala, India

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MGU-BBA (HONOURS)

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MGU-BBA (HONOURS) Syllabus

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Semester VI								
Course Code	**Course**	**Type**	**Credits**	**Hrs/ week**	**Hour Distribution/ Week**			
				Total	L	T	P	O
MG6CCRBBA300	Event Management (Business Administration) (Practicals)	CC	3	5	1	0	4	0
MG6CCRBBA301	Introduction to GST (Business Administration)	CC	2	3	1	0	2	0
MG6CCRBBA302	Project Management (Business Administration)	CC	2	2	2	0	0	0
	Discipline Specific Electives - III (Business Administration)	DSE	4	5	3	0	2	0
	Discipline Specific Electives - IV (Business Administration)	DSE	4	5	3	0	2	0
MG6SECBBA300	Major Project [Initiated in 5th Semester] (Business Administration)	SEC	3	5	1	0	4	0
			18	**25**				

Specialisation:

Course Code	Specialisation	Course Name
MG6DSEBBA300	Finance	Finance Analytics
MG6DSEBBA301		Investment Analysis and Portfolio Management
MG6DSEBBA302	Marketing	Marketing Analytics
MG6DSEBBA303		Integrated Marketing Communication
MG6DSEBBA304	Human Resource Management	Human Resource Analytics
MG6DSEBBA305		Training And Development
MG6DSEBBA306	Supply Chain Management	Supply Chain Analytics
MG6DSEBBA307		Operations Strategy
MG6DSEBBA308	Business Analytics	Data Visualization using Tableau and Power BI
MG6DSEBBA309		Marketing, Social Media & Web Analytics
MG6DSEBBA310	International Business	International Supply Chain Management
MG6DSEBBA311		International Trade Policy & Strategy

Note: To be eligible for the award of a specialisation, a learner must acquire 12 credits in the discipline-specific electives of a particular specialisation. The Discipline Specific Electives - I of Semester 5 should be the college's main specialisation, and Discipline Specific Electives – II has to be taken based on the second specialisation. *The Discipline Specific Electives – III and the Discipline Specific Electives – IV of semester 6 will be based on the college's main specialisation.* Those who have not opted for a second specialisation can choose any of the elective papers as their DSE-II course in the 5th Semester. Upon completing the three-year BBA degree, students will have the opportunity to obtain a single specialisation (4 credits from Sem 5 courses and 8 credits from Sem 6 courses).

	Mahatma Gandhi University **Kottayam**

Programme	**Bachelor in Business Administration (Honours)**					
Course Name	**Event Management**					
Type of Course	**CORE COURSE**					
Course Code	**MG6CCRBBA300**					
Course Level	**NA**					
Course Summary	This course provides learners with practical knowledge and skills required to plan, organize, market, execute and evaluate events. It covers event concept development, objective setting, target audience identification, venue selection, budgeting, logistics, marketing, promotion, sponsorship and event-day coordination. Learners also gain experience in evaluating event performance, preparing event reports, managing challenges, and applying sustainable and technology-enabled practices. The course emphasizes hands-on learning through event planning exercises, practical activities and event projects, enabling learners to develop the competencies required for professional event management.					
Semester	6	**Credits**			3	Total Hours
Course Detail	Learning Approach	Lecture	Tutorial	Practical	Others	75
		1	0	2	0	
Pre-requisites	NA					

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COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains *	MGU PO
1	Apply event planning principles to develop an event concept, identify the target audience, and prepare a structured event plan and checklist.	S	1
2	Analyse event operations, budgeting and logistics requirements to prepare a feasible plan for successful event execution.	An	1,2

3	Create an integrated marketing and promotional plan and develop sponsorship proposals appropriate to the target audience and event objectives.	C	4,5
4	Evaluate event performance using feedback and performance indicators, and create an event report with corrective actions and recommendations.	E	1,2,7,10
Remember (K), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)			

COURSE CONTENT

Content for Classroom transactions (Units)

Module	Course description	Hrs	CO No.
1: Event Concept & Planning		**15 Hrs**	
1.1	Event concept and objectives-Types of events-Target audience identification-Event planning process	2	CO 1
1.2	Event schedule and checklist: pre-event, during-event and post-event, Roles and responsibilities of event team	3	CO 1
1.3	Practical Components: Identify and classify different types of events; develop an event concept based on a given theme; define event objectives and target audience; prepare a basic event plan and programme schedule; prepare a pre-event, during-event, and post-event checklist; assign roles and responsibilities to the event team.	10	CO 1
2: Event Operations & Budgeting		**20 Hrs**	
2.1	Venue selection-Permissions and licenses-Event budgeting and pricing- Logistics and resource management-Vendor and service coordination	5	CO2
2.2	Practical Components: Selection of a suitable venue for an event and identification of necessary permissions and licenses; Preparation of an event budget and estimation of expenses; Develop a pricing plan for a ticketed event; Prepare an event logistics plan covering seating, catering, transport, equipment and security; Coordination with vendors and service providers.	15	CO2
3: Event Marketing & Promotion		**20 Hrs**	
3.1	Event marketing plan-Promotion through digital and social media-Event publicity and branding- Sponsorship and sponsor coordination-Audience engagement	3	CO3
3.2	Practical Components: Identification of the target market and preparation of an event marketing plan; Event publicity using traditional and digital channels; Preparation of social media promotional content; Develop event branding and positioning; Preparation of sponsorship proposal and sponsorship packages, Plan audience engagement activities.	17	CO3

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4 : Event Execution & Evaluation		20 Hrs	
4.1	Event-day coordination and execution-Guest and crowd management-Risk and problem management- Event evaluation and feedback-Event documentation and final report-Sustainable and technology-enabled event practices	2	CO4
4.2	Practical Components: Preparation of event-day execution plan; Coordinate registration, hospitality, stage and guest management; Handle common event-day problems and emergencies; Collect participant feedback; Evaluation of event performance against planned objectives; Prepare an event report with photographs, financial details, outcomes and recommendations; Application of sustainable and technology-based practices in event execution.	18	CO4

REFERENCES:

Textbooks (Latest Editions):

1. Prabhu, A., & Saxena, N. (2021). A comprehensive handbook to successful event management. Himalaya Publishing House.
2. Sharma, S., & Srivastava, S. (2024). Event planning and management. The Hospitality Press.
3. Bhargava, B. R., Geetha, A., & Soni, M. (2022). Event management. Himalaya Publishing House.
4. Avrich, B. (2003). Event and entertainment marketing. Vikas Publishing House.
5. Bladen, C., Kennell, J., Abson, E., & Wilde, N. (2022). Events management: An introduction (3rd ed.). Routledge.
6. Raj, R., Walters, P., & Rashid, T. (2013). Events management: Principles and practice (2nd ed.). SAGE Publications.
7. Shone, A., & Parry, B. (2019). Successful event management: A practical handbook (5th ed.). Cengage Learning.
8. Van der Wagen, L. (2018). Event management for tourism, cultural, business and sporting events (5th ed.). Pearson.
9. Dowson, R., Albert, B., & Lomax, D. (2026). Event planning and management: Principles, planning and practice (4th ed.). Kogan Page.

Syllabus
MGU-BBA (HONOURS)

ASSESSMENT

A. Continuous Comprehensive Assessment (CCA) - Maximum Marks: 25 Marks

Sl. No	Component	Activity	Max. Marks
1	Tests/ Quizzes	For testing CO-based learning domains	10
2	Practical Activities & Participation	Based on practical component	15
Total Marks			**25**

B. End Semester Evaluation (ESE) - Maximum Marks: 50

Sl. No	Component	Activity	Max. Marks
1	Report presentation and viva voce exam	Group Report based on the conduct of the event**	30
		Report Presentation	10
		Viva	10
Total Marks			**50**

****Plan, organise and conduct an event as a team and submit a comprehensive report documenting its planning, operations, promotion, execution and evaluation. The report must demonstrate the application of the concepts and practical skills covered in all four modules. Students may organise a seminar, workshop, exhibition, management fest, cultural programme, fundraising event, community initiative or another event approved by the course in charge.

Suggested Report Format

1. Preliminary Pages: Cover page with event title, course details, student names and register numbers; declaration of work undertaken; acknowledgement; table of contents.

2. Event Profile and Objectives: Event title, theme, type, date, duration and venue; rationale for organising the event; target audience; specific objectives; expected and actual participation.

3. Event Planning and Team Organisation: Planning process and timeline; organising committee; allocation of roles and responsibilities; planned programme schedule; pre-event, during-event and post-event checklists. Explain significant changes made to the original plan.

4. Event Operations and Resource: Reasons for venue selection; permissions obtained and applicable requirements; seating and venue layout; arrangements for equipment, catering, transport, hospitality and security, wherever relevant; vendor selection and coordination.

5. Budget and Financial Statement: Estimated and actual receipts and expenditure; sources of funds; registration or ticket pricing, where applicable; sponsorship in cash or kind; surplus or deficit; explanation of major budget variations. Attach supporting financial records.

6. Marketing, Promotion and Sponsorship (if available): Target audience and promotional strategy; event branding; publicity channels used; samples of posters, invitations and social media content; sponsorship proposal and packages; sponsors approached and support received; audience engagement activities.

7. Event Execution and Problem Management: Account of how the event was conducted; actual programme schedule; registration, stage, guest and crowd management; coordination among teams; problems encountered, action taken and results. Describe risk precautions and contingency arrangements.

8. Sustainability and Use of Technology: Sustainable practices actually adopted, such as waste segregation, reusable materials or reduced printing; technology used for registration, promotion, payments, coordination or feedback. Explain its usefulness.

9. Feedback and Event Evaluation: Feedback collection method, number of responses and findings; comparison of objectives with actual outcomes; assessment of attendance, audience engagement, financial performance and promotional results; strengths and areas requiring improvement.

10. Individual Contribution and Reflection: A separate statement from each student describing assigned responsibilities, tasks completed, evidence of contribution, challenges handled, skills developed and lessons learned.

11. Conclusion and Recommendations Overall assessment of the event and specific recommendations for organising a similar event more effectively.

12. Annexures (if available): Event proposal, permissions, meeting records, checklists, promotional materials, sponsorship documents, attendance summary, bills and vouchers, feedback questionnaire and analysis, captioned photographs and individual activity logs.

- Suggested length: 15–20 pages, excluding annexures.

- Support claims with actual records, photographs and feedback. Clearly distinguish activities planned from those completed.

-Preferred Font: Times New Roman, Size: 12 for body, 1.5 spacing

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	Mahatma Gandhi University **Kottayam**

Programme	**Bachelor in Business Administration (Honours)**					
Course Name	**Introduction to GST**					
Type of Course	**CORE COURSE**					
Course Code	**MG6CCRBBA301**					
Course Level	**NA**					
Course Summary	This course develops a comprehensive understanding of GST concepts, structure, types, rates, supply, valuation, tax incidence, and Reverse Charge Mechanism. Learners will be able to apply GST registration and compliance procedures and understand the effective use of the GST portal, returns, refunds, e-way bills, accounting, input tax distribution, and audit procedures. The course equips learners with the knowledge and practical skills required to interpret GST provisions, perform basic GST-related transactions, and ensure compliance with GST requirements.					
Semester	6	**Credits**			2	Total Hours
Course Detail	Learning Approach	Lecture	Tutorial	Practical	Others	45
		1	0	1	0	
Pre-requisites	NA					

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COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains *	PO No:
1	Explain the concept, structure, types, and rates of GST	U	1,2
2	Analyse the incidence of tax, supply, valuation, and Reverse Charge Mechanism under GST.	An	1,2,3

3	Evaluate the procedures for registration of GST	E	1,2
4	Analyse GST portal, returns, refunds, e-way bills, accounting, input tax distribution, and GST audit procedures.	An	1,2

COURSE CONTENT

Module	Course description	Hrs	CO No.
1: Introduction		**9 Hrs**	
1.1	Introduction to Indirect Tax Structure-Meaning, Objectives and Salient Features of GST	1	CO 1
1.2	Major Indirect Taxes Merged in to GST- Comprehensive Structure of GST	2	CO 1
1.3	Types of GST- CGST, IGST, SGST, UTGST- Rates of GST	1	CO 1
1.4	Practical Components: Identification of direct and indirect taxes; Taxes subsumed under GST; Identify CGST, SGST, IGST and UTGST; Classification of intra-state and inter-state supplies; Calculation of GST at different rates	5	CO 1
2: Tax Incidence, Supply and Valuation under GST		**9 Hrs**	
2.1	Incidence of Tax-Supply- Place of Supply-Time of Supply-Value of Supply- Valuation	2	CO2
2.2	Reverse Charge Mechanism	2	CO2
2.3	Practical Components: Determination of the incidence of GST; Identify the nature and type of supply; Determination of place and time of supply; Calculation of value of supply; Calculation of GST based on taxable value; Solving basic reverse charge mechanism cases	5	CO2
3: GST Procedural Aspects		**13 Hrs**	
3.1	Input Tax Credit Mechanism-Registration under GST Including Non- Resident and Casual Person-Deemed Registration- Cancellation of Registration-Unregistered Person	2	CO3
3.2	GSTIN-Tax Invoice-Credit and Debit Notes- Accounts and Records	1	CO3
3.3	Practical Components: Calculation of Input Tax Credit (ITC); Determination of eligible and ineligible ITC; GST registration procedure; GSTIN structure; Preparation of tax invoices; Preparation of credit notes and debit notes; Basic GST accounts and records	10	CO3
4: GST Compliance & Audit		**14 Hrs**	
4.1	GSTN Portal-GST Council-Authorities	1	CO4
4.2	Returns under GST- Preparation and Filing Process- Refund under GST- E-Way Bill Mechanism	1	CO4
4.3	Accounting for GST Procedure- Financial Statement of Company Accounts- GST Returns- GSTR-1, GSTR-2, GSTR 3B, GSTR-9, GSTR-9C-Input Tax Distributor- Audit under GST	2	CO4

4.4	Practical Components: Familiarisation with the GSTN portal; Preparation of GSTR-1 and GSTR-3B;GST return filing process; Preparation of basic GST refund application; Prepare an e-Way Bill; Prepare GST accounting entries; Reconcile GST records with accounts; Prepare basic GST audit/reconciliation statements; GSTR-9 and GSTR-9C filing requirements	10	CO4

REFERENCES

Text Books (Latest Editions)

1. Mehrotra, H C & Agarwal,V P. Goods and Services Tax and Customs Duty (Latest Edition). Sahitya Bhawan Publications.
2. Mishra, S K. Simplified Approach to GST: Goods and Services Tax. Educreation Publishing.
3. Garg, R., Garg, S. (2021). Handbook of GST Procedure, Commentary and Rates, 7e.India: Bloomsbury Publishing.
4. Mehra, N. (2020). GST Tally ERP9 English. India: V&S Publishers.
5. Bansal, K. M. (Latest Edition) GST and Custom Law. Taxman.
6. Balachandran, V. (Latest Edition) GST and Custom Law. Sulthan Chand & Sons

ASSESSMENT

A. Continuous Comprehensive Assessment (CCA) - Maximum Marks: 15

Sl. No	Component	Activity	Max. Marks
1	Tests/ Quizzes	For testing CO-based learning domains	5
2	Practical Activities & Participation	Based on practical component	10
Total Marks			**15**

B. End Semester Evaluation (ESE) - Maximum Marks: 35

Sl. No	Component	Activity	Max. Marks
1	Written Examination 1 hour	Multiple-choice questions Answer all Questions (35 questions). Each question carries 1 mark.	35 X 1=35
Total Marks			**35**

MGU-BBA (HONOURS) Syllabus

	Mahatma Gandhi University **Kottayam**

Programme	**Bachelor in Business Administration (Honours)**				
Course Name	**Project Management**				
Type of Course	**CORE COURSE**				
Course Code	**MG6CCRBBA302**				
Course Level	**NA**				
Course Summary	This course provides a fundamental understanding of project management concepts, types, life cycle, formulation, planning, and scheduling. It introduces key techniques such as WBS, PERT, and CPM, along with project cost, resources, risk, quality, and stakeholder management. The course also covers project implementation, monitoring, control, evaluation, and closure, enabling learners to understand the major processes involved in managing business projects.				
Semester	6	**Credits**		2	Total Hours
Course Detail	Learning Approach	Lecture	Tutorial	Practical	Others	30
		2	0	0	0	
Pre-requisites	NA					

MGU-BBA (HONOURS)

COURSE OUTCOMES (CO)

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CO No.	Expected Course Outcome	Learning Domains *	PO No:
1	Explain the fundamental concepts, types, importance, life cycle, identification and formulation of projects, and the roles and responsibilities of a project manager.	U	1, 5
2	Describe and discuss project planning and scheduling techniques, including project scope definition, Gantt charts, milestone charts, PERT, CPM.	U	1,2,5

3	Illustrate the concepts of project cost, budgeting, project finance, and risk management.	U	1,2,8
4	Apply project implementation, monitoring, reporting, evaluation, closure and post-project review techniques for effective project management.	A	1,2,4,5,10

COURSE CONTENT

Module	Course description	Hrs	CO No.
1: Project Fundamentals		**10 Hrs**	
1.1	Meaning, nature and characteristics of a project, types and importance of projects-Concept and stages of the project life cycle: Project initiation, planning, execution, monitoring and control, and closure	2	CO 1
1.2	Concept and importance of project identification- Sources of project ideas and identification of project opportunities-Project screening and selection- Preliminary investigation and feasibility assessment-Project formulation: objectives, scope, alternatives and feasibility-Technical, market, financial, economic and social feasibility	4	CO 1
1.3	Concept and importance of project management-Project manager: meaning, position and significance-Roles and responsibilities of a project manager	4	CO 1
2: Project Planning & Scheduling		**5 Hrs**	
2.1	Meaning, nature and importance of project planning-Objectives of project planning -Project planning process -Project scope, objectives and deliverables. Introduction to a simple Work Breakdown Structure (WBS).	2	CO2
2.2	Meaning and purpose of scheduling; identifying activities, their sequence and estimated duration; preparing simple Gantt and milestone charts; identifying and allocating basic resources-PERT and CPM (Theory only)	3	CO2
3: Project Cost, & Risk		**7 Hrs**	
3.1	Concept and components of project cost- Types of project costs: direct, indirect, fixed and variable costs- Project budgeting: concept, objectives and process (Theory only)-Sources of project finance: internal and external sources-	4	CO3
3.2	Concept and importance of project risk-- Types of project risks: technical, financial, operational, market, environmental and organizational risks-Risk identification and mitigation-	3	CO3
4: Implementation & Evaluation		**8 Hrs**	
4.1	Meaning and process of project implementation-Project execution: activities and responsibilities- Project execution and monitoring	4	CO4
4.2	Concept and purpose of project reporting-Project evaluation: meaning and purpose-Technical, financial,	4	CO4

	economic and managerial evaluation-Project completion and closure-Post-project review		

REFERENCES

Text Books (Latest Editions)

1. Chandra, P. (2024). Projects: Planning, analysis, selection, financing, implementation and review (10th ed.). McGraw Hill.
2. Desai, V. (2025). Project management (4th ed.). Himalaya Publishing House.
3. Das, S. C. (2012). Project management and control. PHI Learning.
4. Gray, C. F., & Larson, E. W. (2021). Project management: The managerial process (8th ed.). McGraw Hill.
5. Kerzner, H. (2025). Project management: A systems approach to planning, scheduling, and controlling (14th ed.). Wiley.
6. Larson, E. W., & Gray, C. F. (2021). Project management: The managerial process (8th ed.). McGraw Hill.
7. Meredith, J. R., Shafer, S. M., & Mantel, S. J. (2017). Project management: A managerial approach (9th ed.). Wiley.
8. Nagarajan, K. (2020). Project management. New Age International Publishers.

ASSESSMENT

A. Continuous Comprehensive Assessment (CCA) - Maximum Marks: 15

Sl. No	Component	Activity	Max. Marks
1	Tests	For testing CO-based learning domains	10
2	Assignment/Case Analysis/Debate/Group Discussions/panel discussions	Individual or group assignment, participation in debates or case analysis, group discussions, or panel discussions based on a specific project management concept or a real-world project.	5
Total Marks			**15**

B. End Semester Evaluation (ESE) - Maximum Marks: 35

Sl. No	Component	Activity	Max. Marks
1	Written Examination (1hr)	Short Essay (a choice between two options for each question- answer four short-answer questions, one from each pair (1a/1b, 2a/2b, 3a/3b, 4a/4b).	4 X 5=20
		Long Essay (a choice between two options for the question) (5a/5b).	1 X 15=15
Total Marks			**35**

MGU-BBA (HONOURS) Syllabus

	Mahatma Gandhi University **Kottayam**

Programme	**Bachelor in Business Administration (Honours)**					
Course Name	**Major Project**					
Type of Course	**SKILL ENHANCEMENT COURSE**					
Course Code	**MG6SECBBA300**					
Course Level	**NA**					
Course Summary	This course requires students to undertake an independent research project in an area of interest within Business Administration. It provides an opportunity to apply the knowledge and skills acquired during the programme to investigate a relevant real-world business or management problem. Students are expected to produce a quality research project that: • Addresses a contemporary business or management problem through systematic investigation. • Demonstrates the application of relevant concepts, research methods and analytical skills acquired during the programme. • Presents findings and recommendations in a clear, coherent and professionally written research report.					
Semester	6	**Credits**			3	Total Hours
Course Detail	Learning Approach	Lecture	Tutorial	Practical	Others	75
		1	0	2	0	
Pre-requisites	NA					

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COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains *	MGU PO
1	Understand the nature, purpose and process of a business research project, including problem formulation, literature review, research design and data collection methods.	U	1,2
2	Apply the research process to identify a relevant business problem, formulate objectives and hypotheses, and design a suitable study with appropriate data collection instruments.	S	1,2

3	Analyse data using suitable descriptive, parametric or non-parametric techniques and interpret the results in a managerial context.	S	1,2
4	Prepare and present a structured, properly referenced project report with findings, conclusions and recommendations.	S	1,2, 4,8
Remember (K), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)			

COURSE CONTENT

Content for Classroom transactions (Units)

Module	Course description	Hrs	CO No.
		75 Hrs	
1.1	Understanding the Major Project: Nature and purpose of the project: empirical, field-based, analytical or application-oriented; Difference between a research project and a mere compilation of information; Role of the project guide, expectations, timeline and evaluation	2	CO1
1.2	Framing/ Identifying the research Problem: Writing a problem statement and research questions; Criteria for a good topic: relevance, feasibility, data availability, originality; framing research objective	2	CO1
1.3	Reviewing the Literature: Locating credible sources: journals, databases, reports, official statistics; reading critically and identifying the research gap;	2	CO1
1.4	Research Design and Conceptual Framework: Types of research design: exploratory, descriptive, causal, case-based; Variables, conceptual framework and hypotheses; Choosing between quantitative, qualitative and mixed approaches	2	CO1
1.5	Understanding types of data for data collection; Questionnaire preparation;	2	CO1
1.6	Data Analysis – Parametric and Non-Parametric methods that can be used in the study (Recall) - Mean and its types, Correlation, Regression, Chi Square, ANOVA, Independent Sample t Test; interpretation of results	3	CO1
1.7	Understanding Report Writing- Contents and Chapterization	2	CO1
1.8	Practical: Undertake Research Project*	60	CO1, CO2, CO3 CO4

***GENERAL INSTRUCTIONS FOR THE MAJOR PROJECT**

All students shall undertake an independent, business-related research project in an area of interest within Business Administration. The project should preferably be related to the student's Discipline-Specific Electives/specialisation.

The project shall be empirical and field-based, or analytical and application-oriented, and shall address a clearly identified business, managerial, organisational, entrepreneurial, economic or social issue. It may take the form of a business problem analysis or a similar research study.

The project shall involve the systematic collection and analysis of relevant primary and/or secondary data and shall not be limited to a mere compilation of information. Students are expected to use appropriate statistical techniques to analyse the data. The use of at least one inferential statistical technique (such as correlation, regression, t-test, chi-square or ANOVA) to examine relationships or hypotheses or differences relevant to the research objectives is preferred. Descriptive analysis alone is not sufficient, unless the guide approves a qualitative or case-based design that is justified by the nature of the study. Statistical software such as Jamovi, SPSS, R or Microsoft Excel could be used for analysis.

The project shall be carried out under the supervision of an approved project guide.

REFERENCES:

Textbooks (Latest Editions):

1. Malhotra, N. K., Nunan, D., & Birks, D. F. , Marketing research. Pearson UK.
1. Research Methodology by Ranjit Kumar.
2. Research Methods for Business by Uma Sekaran.
3. Methodology of Research by C.R. Kothari.
4. Bhandarkar, P.L. & Wilkinson, T.S. (2016). Methodology and Techniques of Social Research. Himalaya Publishing House, Mumbai

MGU-BBA (HONOURS) Syllabus

ASSESSMENT

A. Continuous Comprehensive Assessment (CCA) - Maximum Marks: 25

Sl. No	Component	Activity	Max. Marks
1	Exam/Quiz/ Viva	Any activity to test the understanding of concepts of research methodology	5
2	Presentation/ Viva/ Any other method	Any activity designed by the research guide to assess the progress of the project work	20
Total Marks			**25**

B. End Semester Evaluation (ESE) - Maximum Marks: 50

Sl. No	Component	Activity	Max. Marks
1	Practical Examination	Report Presentation and viva voce examination: Report 20 marks Presentation 20 marks Viva 10 marks	50
Total Marks			**50**

MGU-BBA (HONOURS)

Syllabus

	Mahatma Gandhi University **Kottayam**

Programme	**Bachelor in Business Administration (Honours)**					
Course Name	**Finance Analytics**					
Type of course	**DISCIPLINE-SPECIFIC ELECTIVE (FINANCE)**					
Course Code	**MG6DSEBBA300**					
Course Level	**NA**					
Course Summary	This course introduces students to financial analytics and its applications in financial data analysis and decision-making. It develops practical skills in summarising, visualising and modelling financial data using tools such as MS-Excel, SPSS, Python or R, with applications in financial statement analysis, credit risk, time-series forecasting, portfolio analysis and trading analytics.					
Semester	6	**Credits**			4	Total Hours
Course Detail	Learning Approach	Lecture	Tutorial	Practical	Others	75
		3	0	1	0	
Pre-requisites	NA					

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains *	MGU PO
1	To understand the nature, sources and applications of financial analytics and to summarise, visualise and analyse financial data using appropriate analytical tools.	U	10
2	To apply financial modelling techniques to generate and interpret security prices, individual security returns, portfolio returns, risks and factor-based insights.	A	3
3	To analyse financial time-series data, identify trend, seasonal and cyclical behaviour, and apply smoothing and forecasting techniques.	An	1
4	To evaluate and apply autoregressive and ARIMA models and other forecasting approaches, assessing forecast accuracy and selecting appropriate models for financial decision-making.	E	1
Remember (K), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)			

COURSE CONTENT

Content for Classroom transactions (Units)

Module	Course description	Hrs	CO No.
1: Summarising and Analysing Financial Data		**18 Hrs**	
1.1	Financial data and financial analytics - sources and types of financial data - organising, summarising and interpreting financial information for analysis.	3	CO1
1.2	Slicing and dicing financial data using PivotTables - grouping, filtering, comparing and summarising financial data for decision support.	4	CO1
1.3	Basic charts for summarising financial data - suitable graphical presentation of financial information and interpretation of analytical patterns.	3	CO1
1.4	Pricing analytics and risk analytics - risk-based pricing, fraud detection and prediction, recovery management, loss risk forecasting, risk profiling and portfolio stress testing.	4	CO1
1.5	Practicum Activities: Use Excel/SPSS/Python/R to summarise a sample financial dataset, create PivotTables and charts, and interpret pricing or risk-related indicators. AND Case Study Analysis.	4	CO1
2: Financial Data Analysis and Modelling		**19 Hrs**	
2.1	Financial data preparation - importing, cleaning, organising and checking financial data for analysis using suitable software.	4	CO2
2.2	Financial models and analytical outputs - implementing basic financial models and generating prices and individual security returns.	4	CO2
2.3	Portfolio returns and risk analysis - calculating and interpreting portfolio returns, risk measures and comparative financial performance.	4	CO2
2.4	Factor models and financial modelling applications - examining relationships among financial variables and using model outputs for decision-making.	4	CO2
2.5	Practicum Activities: Import and clean a financial dataset; implement a basic model; calculate security and portfolio returns and selected risk measures; interpret the output. AND Case Study Analysis.	3	CO2
3: Time Series Analysis and Forecasting		**19 Hrs**	
3.1	Time-series data and component factors - level, trend, seasonal and cyclical behaviour in financial time-series data.	4	CO3
3.2	Trend analysis - identifying and interpreting trend patterns in financial series and preparing data for forecasting.	4	CO3

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Module	Course description	Hrs	CO No.
3.3	Smoothing techniques - moving averages and exponential smoothing for annual or periodic financial time-series data.	4	CO3
3.4	Least-squares trend fitting and forecasting - linear, quadratic and exponential models; interpretation of forecasts.	3	CO3
3.5	Practicum Activities: Plot a financial time series, decompose and interpret its components, apply moving-average or exponential-smoothing methods, and prepare a basic forecast. AND Case Study Analysis.	4	CO3
4: Advanced Time Series Models and Forecasting		**19 Hrs**	
4.1	Autocorrelation and autoregression - understanding dependence in financial time series and the rationale for autoregressive models.	4	CO4
4.2	ARMA and ARIMA time-series models - structure, application and interpretation for financial forecasting.	4	CO4
4.3	Forecasting monthly and quarterly financial data - model application, forecast generation and comparison across periods.	3	CO4
4.4	Forecast accuracy statistics and model selection - comparing forecasting models, families of forecasting models, hierarchical forecasting and adjustments to statistical forecasts.	4	CO4
4.5	Practicum Activities: Fit and compare suitable time-series forecasting models to monthly or quarterly financial data, assess forecast accuracy and justify model selection. AND Case Study Analysis.	4	CO4

REFERENCES

Textbooks (Latest Editions)

1. Financial Analytics by Pitabas Mohanty.
2. Processing and Analyzing Financial Data with R by Marcelo S. Perlin.
3. Business Forecasting by Hanke and Wichern. Pearson Publications.
4. Business Forecasting: A Practical Approach by A. Reza Hoshmand.
5. Statistics and Data Analysis for Financial Engineering; With R Examples by David Ruppert and David S. Matteson. Springer.
6. Practical Time Series Forecasting with R: A Hands-On Guide by Galit Shmueli and Kenneth C. Lichtendahl Jr.
7. Financial Analytics with R by M. J. Bennett and D. L. Hugen. Cambridge University Press.
8. Analysing Financial Data and Implementing Financial Models using R by C. S. Ang. Springer.
9. Mastering Python for Finance by James Ma Weiming. Packt Publishing.
10. Python for Finance by Yuxing Yan. Packt Publishing.

ASSESSMENT

A. Continuous Comprehensive Assessment (CCA) - Maximum Marks: 30

Sl. No	Component	Activity	Max. Marks
1	Tests/ Quizzes		10
2	Practical Activities and participation	Based on practicum component	20
Total Marks			**30**

B. End Semester Evaluation (ESE) - Maximum Marks: 70

Sl. No	**Component**	**Activity**	**Max. Marks**
1	Written Examination 2 hours	Short answer (four to five sentences) (a choice between two options for each question- answer five short answer questions, one from each pair (1a/1b, 2a/2b, 3a/3b, 4a/4b, 5a/5b).	5 X 3=15
		Short Essay (a choice between two options for each question- answer three short essay questions, one from each pair (6a/6b, 7a/7b, and 8a/8b).	3 X 5=15
		Long Essay (a choice between two options for each question- answer two long essay questions, one from each pair (9a/9b, 10a/10b)	2 X 20=40
Total Marks			**70**

MAHATMA GANDHI UNIVERSITY KOTTAYAM
विद्यया अमृतमश्नुते
MGU-BBA (HONOURS)
Syllabus

	Mahatma Gandhi University **Kottayam**

Programme	**Bachelor in Business Administration (Honours)**					
Course Name	**Investment Analysis and Portfolio Management**					
Type of course	**DISCIPLINE SPECIFIC ELECTIVE (FINANCE)**					
Course Code	**MG6DSEBBA301**					
Course Level	**NA**					
Course Summary & Justification	This course provides students with a comprehensive understanding of investment principles, financial markets, security analysis, and portfolio management techniques. It equips learners with analytical skills to evaluate investment alternatives, assess risk and return, and construct efficient investment portfolios. The course also emphasizes practical exposure to financial decision-making, investor behaviour, and ethical investment practices in contemporary financial markets.					
Semester	6	**Credits**			4	Total Hours
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practical	Others	75
		3	0	1	0	
Pre-requisites	NA					

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains *	MGU PO
1	Explain the concepts, objectives, process, and characteristics of investments and financial markets	U	1
2	Analyse different financial markets, investment avenues, and the role of regulatory bodies such as RBI and SEBI.	An	8
3	Apply fundamental and technical analysis techniques for evaluating investment decisions and market trends.	A	6
4	Evaluate portfolio management strategies, diversification techniques, and portfolio performance measures.	E	5
Remember (K), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)			

COURSE CONTENT

Content for Classroom transactions (Units)

Module	Course description	Hrs	CO No.
1: A Conceptual Framework of Investments		**10 Hrs**	
1.1	Meaning, definition, objectives, and characteristics of investment	2	CO1
1.2	Investment process and investment decision-making	2	CO1
1.3	Investment versus speculation	2	CO1
1.4	Features and importance of investments in financial planning	2	CO1
1.5	Overview of investment environment in India	2	CO1
2: Financial Markets		**12 Hours**	
2.1	Meaning, functions, and economic utility of financial markets	2	CO2
2.2	Types of financial markets – Exchange and OTC markets	2	CO2
2.3	Instruments in debt and money markets	2	CO2
2.4	Instruments in equity markets – shares and IPOs	2	CO2
2.5	Other markets – Forex, commodities, gold, and derivatives	2	CO2
2.6	Investment avenues and regulatory bodies – RBI and SEBI	2	CO2
3: Fundamental and Technical Analysis		**13 Hours**	
3.1	Meaning and scope of fundamental analysis	2	CO3
3.2	Macroeconomic analysis – GDP, inflation, interest rate, and money supply	3	CO3
3.3	Industry analysis and company analysis	2	CO3
3.4	Financial statement analysis and valuation of securities	2	CO3
3.5	Technical analysis – concepts and chart patterns	2	CO3
3.6	Technical indicators – SMA, MACD, RSI, ROC	2	CO3
4: Portfolio Management		**10 Hrs**	
4.1	Efficient Market Hypothesis and concept of portfolio management	2	CO4
4.2	Risk-return relationship and CAPM	2	CO4
4.3	Diversification and asset allocation decisions	2	CO4
4.4	Markowitz Portfolio Theory and types of portfolio management	2	CO 4
4.5	Measurement of portfolio performance – Sharpe, Treynor, and Jensen ratios	2	CO4

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PRACTICAL COMPONENT (Module Wise) (30 Hours)

Practical Component – Investment Analysis and Portfolio Management

The practical component of the course is designed to provide students with experiential learning opportunities in the field of investment analysis and portfolio management. It enables learners to develop analytical, decision-making, and

financial interpretation skills through hands-on exposure to financial markets, investment avenues, security analysis techniques, and portfolio construction practices. The practical sessions emphasize the application of theoretical concepts using real-time market data, case studies, financial reports, stock market observations, and portfolio evaluation tools, thereby enhancing students' employability and financial literacy.

Module 1: A Conceptual Framework of Investments (6 Hrs)

Practical Activity	How to Do the Activity
Identification of Investment Avenues	Ask students to collect information about different investment options such as bank deposits, shares, mutual funds, gold, insurance, bonds, and cryptocurrencies from newspapers or financial websites. Students can prepare a simple table showing risk, return, safety, and liquidity of each investment avenue.
Comparison between Investment and Speculation	Provide real-life examples such as long-term investment in shares versus short-term cryptocurrency trading. Students can discuss the differences based on risk, time period, and expected return and prepare a comparison chart.
Chart Preparation on Investment Objectives	Students prepare charts or posters showing objectives of investment such as safety, income, liquidity, capital appreciation, and tax benefits. This can be done individually or in groups using chart paper or PowerPoint.
Case Discussion on Equity, Debt, and Cryptocurrency Investments	Divide students into groups and assign one investment type to each group. Students analyse basic features, advantages, risks, and suitability for investors. Each group presents their findings and compares the investment options based on risk and return.

Module 2: Financial Markets (7Hrs)

Practical Activity	How to Conduct
Study of Financial Market Structure	Students identify different types of financial markets such as money market, capital market, commodity market, and foreign exchange market and prepare a simple diagram showing their structure and functions.
Observation of NSE/BSE Websites	Students visit the official websites of National Stock Exchange and Bombay Stock Exchange to observe market indices, top gainers, top losers, and daily trading information and prepare a short report.
Analysis of IPOs	Students collect details of a recent IPO such as company name, issue price, opening and closing dates, and listing performance and prepare a brief presentation or assignment.
Preparation of Flowcharts	Students prepare flowcharts showing the functioning of financial markets and the flow of funds between investors, financial institutions, and companies.
Study of RBI and SEBI Functions	Students study the major functions and responsibilities of Reserve Bank of India and Securities and Exchange Board of India and present their findings through charts, seminars, or group discussions.

Module 3: Fundamental and Technical Analysis (9 Hrs)

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Practical Activity	How to Conduct
Collection of Stock Price Data	Students collect daily stock prices of a selected FMCG or manufacturing company for one month from financial newspapers or websites such as National Stock Exchange or Moneycontrol and record the data in Excel.
Preparation of Line and Candlestick Charts	Using the collected stock price data, students prepare simple line charts and candlestick charts manually or using Excel to understand price movements and trends.
Ratio Analysis	Students collect the financial statements of a company and calculate simple financial ratios such as profitability ratio, liquidity ratio, and EPS and interpret the results.
Calculation of Moving Averages	Students calculate simple moving averages using stock prices for selected days and identify upward or downward market movement.
Identification of Market Trends	Students analyse charts and stock price movements to identify bullish, bearish, and sideways market trends and prepare short observations.
Case Study Analysis of FMCG/Manufacturing Company	Students select a FMCG or manufacturing company and conduct a basic Fundamental and Technical Analysis including company profile, financial performance, stock movement, and investment suggestions and present the findings in class.

Module 4: Portfolio Management (8 Hrs)

Practical Activity	How to Conduct
Preparation of Sample Portfolios	Students create a simple investment portfolio by selecting shares of 4–5 companies from different sectors such as banking, IT, FMCG, and automobile to understand diversification.
Calculation of Portfolio Return	Students calculate the return of the selected portfolio using basic percentage change in stock prices over a selected period and prepare a simple report.
Diversification Exercises	Students compare diversified and non-diversified portfolios and discuss how diversification helps in reducing investment risk.
Comparison of Risk and Return	Students analyse different investment options and compare their level of risk and expected return using simple tables and charts.
Stock Recommendation and Portfolio Presentation	Students recommend suitable stocks for different types of investors such as conservative, moderate, and aggressive investors and present their portfolio with reasons for stock selection.

REFERENCES

Text Books

1. Prasanna Chandra – Investment Analysis and Portfolio Management – Tata McGraw Hill
2. S. Kevin – Security Analysis and Portfolio Management – Prentice Hall of India
3. V. A. Avadhani – Security Analysis and Portfolio Management – Himalaya Publishing House
4. Preeti Singh – Investment Management – Himalaya Publishing House
5. M. Y. Khan & P. K. Jain – Financial Management – Tata McGraw Hill
6. Dr. Punithavathy Pandian – Financial Services and Markets – Vikas Publishing

7. Vasant Desai – Financial Markets and Financial Services – Himalaya Publishing House
8. Donald E. Fischer & Ronald J. Jordan – Security Analysis and Portfolio Management – Pearson/Himalaya Publishing House
9. Aswath Damodaran – Investment Valuation – Wiley Finance

ASSESSMENT

A. Continuous Comprehensive Assessment (CCA) - Maximum Marks: 30

Sl. No	Component	Activity	Max. Marks
1	Tests / Quizzes	Two internal tests or online quizzes covering the course content	10
2	Practicum or Other activities assigned by the teacher in charge	Practical activities or any other activities	20
Total Marks			**30**

B. End Semester Evaluation (ESE) - Maximum Marks: 70

Sl. No	Component	Activity	Max. Marks
1	Written Examination 2 hours	Short answer (four to five sentences) (a choice between two options for each question- answer five short answer questions, one from each pair (1a/1b, 2a/2b, 3a/3b, 4a/4b, 5a/5b).	5 X 3=15
		Short Essay (a choice between two options for each question- answer three short essay questions, one from each pair (6a/6b, 7a/7b, and 8a/8b).	3 X 5=15
		Long Essay (a choice between two options for each question- answer two long essay questions, one from each pair (9a/9b, 10a/10b)	2 X 20=40
Total Marks			**70**

MGU BBA (HONOURS) Syllabus

Mahatma Gandhi University

Kottayam

Programme	**Bachelor in Business Administration (Honours)**				
Course Name	**Marketing Analytics**				
Type of Course	**DISCIPLINE SPECIFIC ELECTIVE (MARKETING)**				
Course Code	**MG6DSEBBA302**				
Course Level	**NA**				
Course Summary	This course introduces practical marketing analytics through customer data, social media performance, website behaviour and campaign evaluation. Students use simple metrics, spreadsheet analysis and supplied analytics reports to interpret results and recommend marketing improvements.				
Semester	6	**Credits**		4	Total Hours
Course Detail	Learning Approach	Lecture	Tutorial	Practical	Others	75
		3	0	1	0	
Pre-requisites	NA				

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains *	MGU PO
1	Explain marketing analytics concepts and interpret basic customer data for segmentation and marketing decisions.	A	1,2
2	Analyse social media content, audience engagement and customer feedback using relevant performance measures.	An	1,2
3	Interpret website traffic, user behaviour and conversion measures to identify improvements in digital marketing performance.	An	1,2
4	Evaluate campaign performance using cost, return and basic testing measures and recommend improvements.	E	1,2,8
5	Use spreadsheets and analytics reports to prepare a measurement plan, calculate marketing metrics and present an integrated performance dashboard.	S	2,4

Remember (K), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)

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COURSE CONTENT

Content for Classroom transactions (Units)

Module	Course description	Hrs	CO No.
1: Foundations of Marketing Analytics and Customer Data		**16 Hrs**	
1.1	Marketing analytics: meaning, importance and applications; descriptive, predictive and prescriptive analytics through simple examples; linking marketing objectives with key performance indicators (KPIs).	3	CO1
1.2	Digital marketing context: traditional and digital channels; paid, owned and earned media; customer journey from awareness to purchase and retention; SMART objectives and a basic measurement plan.	3	CO1
1.3	Customer data: primary and secondary sources; customer and transaction records; data quality and basic cleaning; segmentation and targeting; introductory recency, frequency and monetary value (RFM) analysis.	2	CO1
1.4	Basic data interpretation: totals, averages, percentages and growth rates; simple tables and charts; customer retention, churn and lifetime value as concepts; recognising the limitations of data.	2	CO1
1.5	Practicum: Prepare objectives and a KPI measurement plan for a chosen brand (2 hours); clean a small customer dataset and group customers using simple RFM scores (3 hours); present a chart and a brief interpretation (1 hour). (Excel or any other suitable software can be used)	6	CO1, CO5
2: Social Media Marketing and Analytics		**20 Hrs**	
2.1	Social Media and Marketing – Evolution and role of social media in marketing – Social networks, blogs, microblogs, video and image platforms, podcasts, live streaming and webinars – Audience, influencers, content and engagement.	3	CO2
2.2	Social media strategy and content: objectives, audience personas and platform selection; overview of Facebook, Instagram, LinkedIn, YouTube and X; content formats, content calendars and community engagement.	3	CO2
2.3	Social media measures: reach, impressions, follower growth, engagement rate, video views and watch time; distinguishing actionable and vanity metrics; choosing the correct denominator and reporting period.	3	CO2
2.4	Platform insights and campaign analysis: audience profiles, content comparisons and trends; organic and paid performance; click-through rate (CTR), cost per click (CPC), cost per thousand impressions (CPM) and cost per acquisition (CPA).	3	CO2

2.5	Practicum: Prepare a one-week content calendar and two sample posts (2 hours); calculate social media metrics and compare two content or campaign reports (3 hours); classify a small set of comments by sentiment and prepare a short social media performance report (3 hours). (Excel or any other suitable software can be used)	8	CO2, CO5
3: Web Analytics and Website Performance		**20 Hrs**	
3.1	Web analytics: meaning and importance; customer-centric measurement; on-site and off-site analytics; overview of data collection and Google Analytics 4 (GA4); users, sessions, views, events and key events.	3	CO3
3.2	Traffic acquisition and search performance: direct, referral, organic search, paid search and social traffic; basic roles of SEO and paid search; search impressions, clicks and CTR; introduction to campaign tracking using UTM parameters.	3	CO3
3.3	Website behaviour and outcomes: engagement and bounce rates in GA4; landing pages, navigation paths, conversion rate and funnel drop-offs; comparing device and audience segments.	3	CO3
3.4	Customer experience and measurement quality: usability, customer surveys and feedback; interpreting acquisition, engagement and outcome reports; basic website improvement recommendations; consent, privacy and data limitations.	3	CO3
3.5	Practicum: Explore a demo analytics account or supplied web reports (2 hours); prepare a UTM tracking sheet and identify events to measure (2 hours); compare traffic channels and conversion funnels (3 hours); write website improvement recommendations (1 hour). (Excel or any other suitable software can be used)	8	CO3, CO5
4: Campaign Evaluation and Marketing Reporting		**19 Hrs**	
4.1	Campaign evaluation: objectives, targets and benchmarks; leads, sales and conversion costs; revenue, cost and profit; return on advertising spend (ROAS) and marketing return on investment (ROI).	3	CO4
4.2	Attribution and testing: introductory first-touch and last-touch attribution; recognising contributions from multiple channels; A/B testing through simple examples; interpreting results cautiously; correlation and causation.	3	CO4
4.3	Marketing dashboards: selecting relevant KPIs; spreadsheet tables, charts and trend comparisons; combining customer, social media and web results; writing insights and recommendations for managers.	3	CO4
4.4	Data-informed decisions: improving content, website experience and budget allocation; accurate and ethical reporting; limitations of automated analysis; overview of AI support in marketing analytics.	2	CO4
4.5	Practicum: Calculate ROI and ROAS and compare campaign results (2 hours); interpret a supplied A/B test (1 hour);	8	CO4, CO5

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	prepare an integrated one-page dashboard and recommendations using customer, social and web data (4 hours); present findings (1 hour). (Excel or any other suitable software can be used)		

CORE REFERENCES

1. Gupta, S. (2023). Digital Marketing (3rd ed.). McGraw Hill. Focus: digital marketing foundations, social media, search marketing and digital analytics.
2. Kaushik, A. (2009). Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity. Sybex/Wiley. Focus: customer-centric measurement, web metrics, experimentation and reporting.
3. Tuten, T. L., & Solomon, M. R. Social Media Marketing. Sage Publications.
4. SWAYAM/NPTEL. Marketing Analytics, Prof. Swagato Chatterjee, IIT Kharagpur. Available at swayam.gov.in and nptel.ac.in. Use selected conceptual material on segmentation, RFM, customer value and sentiment; full-course programming and advanced models are outside this syllabus.
5. Note: Current tool terminology and report interfaces should be supported by Google Analytics Help (support.google.com/analytics) and Google Skillshop (skillshop.withgoogle.com). Kaushik's book provides concepts rather than current GA4 instructions.

SUPPLEMENTARY REFERENCES

1. Kotler, P., Keller, K. L., Koshy, A., & Jha, M. Marketing Management. Pearson.
2. Chaffey, D., & Ellis-Chadwick, F. Digital Marketing: Strategy, Implementation and Practice. Pearson.
3. Kingsnorth, S. Digital Marketing Strategy: An Integrated Approach to Online Marketing. Kogan Page.
4. Ryan, D. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation. Kogan Page.
5. Jackson, S. Cult of Analytics: Data Analytics for Marketing. Routledge.
6. Charlesworth, A. Digital Marketing: A Practical Approach. Routledge.
7. SWAYAM/NPTEL online course: "Digital Marketing" – available at swayam.gov.in.

ASSESSMENT

A. Continuous Comprehensive Assessment (CCA) - Maximum Marks: 30

Sl. No	Component	Activity	Max. Marks
1	Tests / Quizzes	Two covering the course content	10
2	Practicum or Other activities assigned by the teacher in charge	Practical activities or any other activities	20
Total Marks			**30**

Syllabus

B. End Semester Evaluation (ESE) - Maximum Marks: 70

Sl. No	Component	Activity	Max. Marks
1	Written Examination 2 hours	Short answer (four to five sentences) (a choice between two options for each question- answer five short answer questions, one from each pair (1a/1b, 2a/2b, 3a/3b, 4a/4b, 5a/5b).	5 X 3=15
		Short Essay (a choice between two options for each question- answer three short essay questions, one from each pair (6a/6b, 7a/7b, and 8a/8b).	3 X 5=15
		Long Essay (a choice between two options for each question- answer two long essay questions, one from each pair (9a/9b, 10a/10b)	2 X 20=40
Total Marks			**70**

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MGU-BBA (HONOURS)

Syllabus

	Mahatma Gandhi University **Kottayam**

Programme	**Bachelor in Business Administration (Honours)**					
Course Name	**Integrated Marketing Communication**					
Type of Course	**DISCIPLINE SPECIFIC ELECTIVE (MARKETING)**					
Course Code	**MG6DSEBBA303**					
Course Level	NA					
Course Summary	The objective of the course is to help students comprehend the principles and practices of marketing communications. It discusses the tools used by marketers to inform consumers and presents a managerial framework for integrated marketing communications planning.					
Semester	6	**Credits**			**4**	Total Hours
Course Detail	Learning Approach	Lecture	Tutorial	Practical	Others	75
		3	0	1	0	
Pre-requisites	NA					

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains *	MGU PO
1	Explain the evolution, role and tools of IMC in building brand identity and stakeholder relationships.	A	3,4
2	Prepare an IMC plan, including communication objectives, message strategy, media plan and budget.	C	1,2,3,4
3	Develop an IMC programme using sales promotion, public relations, events, sponsorship, direct and social media marketing.	C	3,4
4	Evaluate promotional programmes using pre-testing, concurrent testing and post-testing methods.	E	1,2
5	Describe the basics of personal selling and sales management as part of an integrated programme.	U	4

Remember (K), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)

MGU-BBA (HONOURS) Syllabus

COURSE CONTENT

Content for Classroom transactions (Units)

Module	Course description	Hrs	CO No.
1: Introduction to Integrated Marketing Communication		**17 Hrs**	
1.1	Evolution of integrated marketing communication; meaning and need for IMC; role of IMC in creating brand identity; benefits and challenges of integration.	3	CO1
1.2	Elements of the promotional mix: advertising, sales promotion, public relations and publicity, direct marketing, personal selling, digital and social media; role and relative strengths of each tool; the marketing communication process.	3	CO1
1.3	Partners in IMC: advertising agencies, media organisations, research and digital agencies, and their compensation; industry and regulatory organisations; brands and stakeholder relationships; ethical and social responsibility considerations.	3	CO1
1.4	Consumer decision-making process; involvement and information search; influences on buying behaviour; how brand decisions guide communication choices; response to communication.	2	CO1
1.5	Practicum suggestions: 1. Brand communication audit: Collect advertisements, social media posts, packaging and other promotional materials of a selected brand. Examine whether its message, colours, logo and positioning are consistent across channels. 2. Promotional mix identification: Identify the promotional tools used by a local business or familiar brand. Prepare a chart explaining the purpose and target audience of each tool. 3. Consumer response study: Conduct a short survey or interview with consumers to understand how advertisements, reviews and sales promotions influence their purchase decisions. Present the findings in a brief report.	6	CO1
2: Planning for Marketing Communication		**20 Hrs**	
2.1	The IMC planning process; data-driven communication; creating, sending and receiving brand messages; noise and feedback in communication.	3	CO2
2.2	Message strategy and appeals; creative approaches; media planning for IMC: media types, media mix, reach and frequency, scheduling.	3	CO2

2.3	Setting communication objectives; establishing MARCOM objectives for promotional programmes; hierarchy of effects models; DAGMAR.	3	CO2
2.4	MARCOM budgeting; methods of budgeting, including percentage of sales, competitive parity, affordable method and objective-and-task method.	3	CO2
2.5	Practicum suggestions: 1. Select a product or local business and prepare a communication brief covering the target audience, communication problem, key message and measurable objectives. 2. Develop two promotional messages using different appeals. Prepare sample advertisements or storyboards and explain the choice of appeal. 3. Prepare a simple media plan specifying the channels, posting or advertising schedule, intended reach and frequency. 4. Prepare an estimated campaign budget using the objective-and-task method. Allocate expenditure among promotional activities and justify the allocation.	8	CO2
3: Developing the Integrated Marketing Communication Programme		**19 Hrs**	
3.1	Sales Promotion and Co-marketing: Consumer sales promotion; trade sales promotions; co-marketing and co-branding partnerships.	3	CO3
3.2	Public Relations, Publicity, Events and Sponsorship: Public relations and brand publicity; product placements; events and sponsorship; packaging as a communication tool.	3	CO3
3.3	Direct Marketing and Customer Service: Direct marketing tools and databases; customer service as communication; building customer relationships.	3	CO3
3.4	Social Media Marketing: Social media platforms and their use in brand building; content and engagement strategies; influencer marketing; integrating social media with other tools.	2	CO3
3.5	Practicum suggestions: 1. Develop a consumer sales promotion for a selected product, specifying the offer, eligibility, duration and communication materials. 2. Prepare a press release and a brief event or sponsorship proposal for a product launch, college programme or community initiative. 3. Draft a promotional email and a follow-up message using a fictional customer list. Role-play a customer enquiry or complaint and demonstrate an appropriate response. 4. Create a one-week content calendar with sample posts, captions and an influencer brief. Show how the social media content connects with an offline promotional activity.	8	CO3
4: Evaluation of Promotional Programmes and Sales Management		**19 Hrs**	

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4.1	Measuring Communication Effectiveness: Meaning and importance of measuring communication effectiveness; the testing process; concept of pre-testing, concurrent testing and post-testing.	3	CO4
4.2	Effectiveness of Other Promotional Tools and IMC: Measuring the effectiveness of sales promotion, public relations, direct marketing, digital and social media, and of the IMC programme as a whole.	3	CO4
4.3	Personal Selling and Sales Management: Role of personal selling in IMC; the selling process; objectives and organisation of the sales function; sales planning, forecasting and territories.	3	CO5
4.4	Managing the Sales Force: Recruitment, selection and training; motivation and compensation; evaluation and control of sales performance.	2	CO5
4.5	Practicum— 1. Develop two versions of an advertisement and collect feedback from a small group on clarity, appeal, credibility and recall. Recommend the more effective version with reasons. 2. Use a teacher-provided dataset to assess reach, engagement, enquiries, conversions and cost per response. Prepare a short report recommending improvements. 3. Demonstrate the stages of the selling process, including approaching a customer, identifying needs, presenting the product, handling objections, closing and follow-up. 4. Prepare a basic sales plan covering targets, territories and a sales forecast. Develop a short training outline and a performance evaluation checklist for salespersons.	8	CO4, CO5

REFERENCES

1. Belch, George, Belch, Michael and Purani, Keyur. Advertising & Promotion: An Integrated Marketing Communications Perspective. McGraw Hill. (Main textbook)
2. O'Guinn, Allen, Semenik and Banerjee. Integrated Marketing Communications: A South Asian Perspective. Cengage Learning India.
3. Clow, Kenneth and Baack, Donald. Integrated Advertising, Promotion, and Marketing Communication. Pearson.
4. Aaker, Batra and Myers. Advertising Management. Prentice-Hall.
5. Panda, Tapan K. and Sahadev, Sunil. Sales and Distribution Management.

ASSESSMENT

A. Continuous Comprehensive Assessment (CCA) - Maximum Marks: 30

Sl. No	Component	Activity	Max. Marks

1	Tests / Quizzes	Two internal tests or online quizzes covering the course content	10
2	Practicum or Other activities assigned by the teacher in charge	Practical activities or any other activities	20
Total Marks			**30**

B. End Semester Evaluation(ESE) - Maximum Marks: 70

Sl. No	Component	Activity	Max. Marks
1	Written Examination 2 hours	Short answer (four to five sentences) (a choice between two options for each question- answer five short answer questions, one from each pair (1a/1b, 2a/2b, 3a/3b, 4a/4b, 5a/5b).	5 X 3=15
		Short Essay (a choice between two options for each question- answer three short essay questions, one from each pair (6a/6b, 7a/7b, and 8a/8b).	3 X 5=15
		Long Essay (a choice between two options for each question) (9a/9b)	1 X 20=20
		Compulsory Case Study analysis	1 X20=20
Total Marks			**70**

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MGU-BBA (HONOURS) Syllabus

	Mahatma Gandhi University **Kottayam**

Programme	**Bachelor in Business Administration (Honours)**					
Course Name	**Human Resource Analytics**					
Type of Course	**DISCIPLINE SPECIFIC ELECTIVE (Human Resource Management)**					
Course Code	**MG6DSEBBA304**					
Course Level	NA					
Course Summary	This course equips undergraduate management students with the analytical, technical, and strategic skills required to measure, model, and interpret workforce data. It covers foundational HR indicators, talent lifecycle metrics, spreadsheet-based statistical modeling, and the formulation of strategic HR scorecards using frameworks like LAMP to drive evidence-based talent decisions. Modern human resource management has shifted from administrative record-keeping to evidence-driven strategic partnerships. Undergraduates must bridge human behavior and business performance by mastering data hygiene, metrics calculation, ethical data governance, and predictive workforce analytics to solve turnover, recruitment, and productivity challenges.					
Semester	6	**Credits**			**4**	Total Hours
Course Detail	Learning Approach	Lecture	Tutorial	Practical	Others	75
		3	0	1	0	
Pre-requisites	NA					

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Syllabus

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains *	MGU PO
1	Explain the importance of HR analytics and discuss HR indicators.	U	2,3

2	Understand key HR metrics, discuss the types of data required for HR analytics, and explain the ethical considerations in measurement and evaluation.	U	2,8
3	Use statistical tools to analyse HR data.	An	1,2,3,10
4	Develop an HR scorecard; use HR analytics for decision making.	C	1,2,3, 10

Remember (K), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)

COURSE CONTENT

Content for Classroom transactions (Units)

Module	Course description	Hrs	CO No.
1: Introduction to HR Analytics		**17 Hrs**	
1.1	Meaning, definitions, evolution, and core concepts of analytics in HR Context.	2	CO1
1.2	Distinctions, scope, and strategic value of people analytics, HR analytics, and workforce analytics.	3	CO1
1.3	Importance of HR Analytics, talent strategy, and competitive advantage.	2	CO1
1.4	Conceptualizing HR Indicators - Key organizational indicators, lead vs. lag indicators, and linking HR activities to business performance.	3	CO1
1.5	Practicum suggestions: 1. Objective Tech-Enabled Quiz (2 Hrs)- Foundational Concepts & Terminology Quiz 2. Lead vs. Lag Metric Mapping Sheet (5 Hrs): Using a provided 2-column worksheet, students sort 15 HR metrics (e.g., training hours vs. employee productivity score, onboarding feedback vs. first-year attrition) into "Leading" or "Lagging" and write a 1-sentence justification for each.	7	CO1
2: HR Metrics		**20 hrs**	
2.1	Defining Metrics and Key Metrics Measured by HR Analytics - Acquisition & Recruitment Metrics - Retention & Separation Metrics- Productivity & Performance Metrics- Workforce Stability & Well-being Metrics.	4	CO2
2.2	Demographic and Workforce Profiling - Analyzing employee demographics, diversity metrics, headcount planning, and talent mapping.	3	CO2
2.3	Data sources (HRIS, ATS, surveys), data requirements, Types of Data - structured vs. unstructured data, and qualitative vs. quantitative workforce data.	4	CO2
2.4	Difficulties in Obtaining Data and Ethics of Measurement and Evaluation.	2	CO2

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2.5	Practicum suggestions: 1. Collaborative Group Project (Teams of 3–4) (4 Hrs)- Designing an End-to-End HR Metric Dictionary 2. Structured Debate & Scenario Audit (3 Hrs)- Scenario Analysis: Workplace Privacy, AI Bias & Data Ethics	7	CO2
3: Statistical Tools		**23 hrs**	
3.1	Descriptive Statistics in HR - Application of measures of central tendency (Mean, Median, Mode).	3	CO3
3.2	Basics of Regression Analysis - Concept and Purpose of simple and multiple linear regression analysis and its Core Setup & HR Applications.	2	CO3
3.3	Graphs and Tables in HR Analytics - Key HR Graphs and Chart Types – Principles of Graphical Design in HR - Key HR Tables and - Principles of Tabular Design in HR.	4	CO3
3.4	Utilizing spreadsheets for data cleaning, basic formulas, pivot tables, and workforce scenario simulations.	2	CO3
3.5	Practicum suggestions: 1. Hands-on Computer Lab (Excel/Sheets) (4 Hrs)- Lab 1: Data Cleaning & Descriptive Statistics 2. Hands-on Computer Lab (Excel/Sheets) (4 Hrs)- Lab 2: Dynamic Pivot Tables & HR Visual Dashboards 3. Applied Statistical Lab & Diagnostic Report (4 Hrs)- Case Study 2 & Statistical Modelling: Turnover Drivers	12	CO3
4: HR Analytics Process, and its contributions to Decision Making		**15 hrs**	
4.1	Frameworks for HR Analytics: The LAMP Framework (Logic, Analytics, Measures, Process) and the HCM:21 Model.	2	CO4
4.2	HR Analytics Process/Cycle and Introduction to Levels of HR Analytics (Maturity Model)- Descriptive Analytics, Diagnostic Analytics, Predictive Analytics, and Prescriptive Analytics. .	3	CO4
4.3	Developing HR Scorecard – Concept, Core Components of an HR Scorecard, and Implementation Steps.	3	CO4
4.4	Developing HR Analytics Capability, Analytics for Improved Productivity, Analytics for Operational Efficiency, and Executive Decision Support.	3	CO4
4.5	Practicum suggestions: 1. Capstone Team Workshop (LAMP Framework) (2 Hrs)- Capstone Workshop: Enterprise HR Scorecard Design 2. Group Presentation & Oral Viva-Voce (2 Hrs)- Executive Boardroom Pitch & Comprehensive Viva.	4	CO4

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REFERENCES

Textbooks (Latest Editions):

1. Edwards, M. R., & Edwards, K. (2019). *Predictive HR analytics: Mastering the HR metric*. Kogan Page Publishers.
2. Isson, J. P., & Harriott, J. S. (2016). *People analytics in the era of big data: Changing the way you attract, acquire, develop, and retain talent*. John Wiley & Sons.
3. Evans, J. (2020). *Business Analytics*, Global Edition. United Kingdom: Pearson Education.
4. VanWieren, S. (2017). *Quantifiably Better: Delivering Human Resource (HR) Analytics from Start to Finish*. Technics Publications, LLC.

ASSESSMENT

A. Continuous Comprehensive Assessment (CCA) - Maximum Marks: 30

Sl. No	Component	Activity	Max. Marks
1	Tests/ Quizzes	Periodic unit-level objective or descriptive test /Foundational Concepts & Terminology Quiz	10
2	Group Project	Practicum-based assessments	20
Total Marks			**30**

B. End Semester Evaluation(ESE) - Maximum Marks: 70

Sl. No	Component	Activity	Max. Marks
1	Written Examination 2 hours	Short answer (four to five sentences) (a choice between two options for each question- answer five short answer questions, one from each pair (1a/1b, 2a/2b, 3a/3b, 4a/4b, 5a/5b).	5 X 3=15
		Short Essay (a choice between two options for each question- answer three short essay questions, one from each pair (6a/6b, 7a/7b, and 8a/8b).	3 X 5=15
		Long Essay (a choice between two options for each question- answer two long essay questions, one from each pair (9a/9b, 10a/10b)	2 X 20=40
Total Marks			**70**

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	Mahatma Gandhi University **Kottayam**

Programme	**Bachelor in Business Administration (Honours)**					
Course Name	**Training And Development**					
Type of course	**DISCIPLINE SPECIFIC ELECTIVE (Human Resource Management)**					
Course Code	**MG6DSEBBA305**					
Course Level	NA					
Course Summary & Justification	This course describes the process of training and development. Describes how training is different from learning and the three phases of learning and training. It examines the various process of creating and designing training programme. Understanding the latest technology based training methods, including online training, massive open online learning courses, blended and flexible learning are dealt in detail.					
Semester	6	**Credits**			4	Total Hours
Total Student Learning Time (SLT)	Learning Approach	Lecture	Tutorial	Practicum	Others	
		3	0	1	0	75
Pre-requisites	NA					

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains *	MGU PO
1	To explain the concepts, objectives and significance of training and development, along with various training methods and changing practices.	U	3,10
2	To describe and analyse training needs using techniques such as skill gap analysis, person task and organizational analysis.	An	1,2,3
3	To apply appropriate methods to design and implement effective training programs and evaluate the effectiveness of the training programs.	A	1,2,4,5,9
4	To understand and apply technology-based training methods such as online learning, blended learning and learning management systems and also understand the suitable training technologies for improving organizational learning and performance	A	2,3,10

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COURSE CONTENT

Content for Classroom transactions (Units)

Module	Course description	Hrs	CO No.
1: Introduction to Training and Development		**17 Hrs**	
1.1	Meaning, Definition, and Nature of Training.	2	CO1
1.2	Objectives and Significance of Training in Modern Organizations.	2	CO1
1.3	Meaning and Objectives of Employee Development, Distinctions between training, and employee development. Methods of Training and Development.	3	CO1
1.4	Changes in training practice, looking inward, outward, appreciative enquiry, looking again and repositioning training.	4	CO1
1.5	Suggested Practicum 1. Assignment: (Individual/Group 3-5 students)- Analyse real-world organizations (more than one), identify the training and development methods they use and evaluate their effectiveness in achieving organisational goals. *Presentation can be conducted for this assignment (Group)* 2. Quizzes/Exams: For testing CO-based learning domains. 3. Assignment- Discuss the Evolution of Training practices and its application in the modern organizations. Analyse the strengths and weaknesses of the training practices and how they are applied in modern organisations.	6	CO1
2: Need Assessment Techniques		**22 hrs**	
2.1	Concepts of organizational learning, three phases of learning, Training Vs. Learning	3	CO2
2.2	Training needs assessment: Concept, definition, purpose, and scope of TNA. Proactive vs. reactive needs assessment.	3	CO2
2.3	Process of Needs assessment, Meaning, and scope of Skills Gap Analysis	3	CO2
2.4	Need Assessment Techniques: Person analysis, Task analysis and Organization analysis	3	CO2

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2.5	Suggested Practicum: 1. Skills Gap Analysis Exercise: Let students compare their existing skills and required skills for taking up the challenges in their day to day life. Also recommend training interventions for managing those challenges. This will help to develop self-awareness and understand the relevance of skills gap in oneself. 2. Role-Playing on Training Need Assessment: Divide students into groups (2 or 3 in a group) and describe a scenario where the HR manager has to conduct the training need assessment interview. Each group must create and perform a short skit demonstrating how the interview is conducted. Also they have to prepare a report on the same.	10	CO2
3: Training Process, Evaluating Training and Follow-up Support		**19 hrs**	
3.1	Setting the objectives and preparing the partners (Managing trainee readiness, trainer preparation, managerial buy-in, and peer support.)	3	CO3
3.2	Four training methods: Presentation, Hands-on, Simulation & team-Building.	2	CO3
3.3	Designing the training program; Trainer and Training styles; Evaluation from different angles.	3	CO3
3.4	Evaluating learning objectives; Identifying the four common imbalances.	3	CO3
3.5	Suggested Practicum: 1. Designing a Training Program: Students are required to design and explain the steps of the training program designed by them. 2. Comparative Analysis of different training methods: The students can choose two or three real-life organizations and make a comparative study on different training methods, its effectiveness and the imbalances in training outcomes. 3. Quizzes/Exams: For testing CO-based learning domains.	8	CO3
4: Technology Based Training Methods		**17 hrs**	
4.1	Developing Online training methods- Meaning, Key Characteristics, Delivery Architectures (Synchronous vs. Asynchronous) & The Online Development Flow.	2	CO4
4.2	Massive Open Online Courses- Definition & Evolution, Core Components of MOOC Delivery, Major Platforms & Provider Models.	3	CO4
4.3	Blended Learning, Adaptive Learning, Flexible Learning, Learning Management Systems.	2	CO4
4.4	Choosing New Technology methods: Types of New Technology Methods in Training, Key Drivers for Choosing Technology	4	CO4

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	Methods, Evaluation Criteria and Decision-Making Frameworks.		
4.5	Suggested Practicum: 1. Case study Analysis: Let students understand and analyse a case on the success or failure of a technology- based training program 2. Development of a prototype of an online course: The students has to develop a model of an online course (including content, assessments, activities etc.)	6	CO4

REFERENCES

Text Books (Latest Editions):

1. Training for Development Part 1 by Rolf p. Lynton and Udai Pareek, Sage Publications India Pvt. Ltd.), New Delhi, 2011
2. Training for Organizational Transformation, Part 2 by rolf P. Aynton and Udai Pareek, Sage Publications India Pvt. Ltd.), New Delhi, 2000
3. Managing Performance through Training and Development, Eighth Edition, Author(s): Alan M. Saks and Robert R. Haccoun, 2019, Cengage learning
4. Employee Training and Development, 9th Edition by Raymond A. Noe and Amitabh Deo Kodwani, 2019, McGraw Hill

ASSESSMENT

A. Continuous Comprehensive Assessment (CCA) - Maximum Marks: 30

Sl. No	Component	Activity	Max. Marks
1	Tests/ Quizzes		10
2	Practical Activities and participation	Based on practicum component	20
Total Marks			30

B. End Semester Evaluation (ESE) - Maximum Marks: 70

Sl. No	Component	Activity	Max. Marks
1	Written Examination 2 hours	Short answer (four to five sentences) (a choice between two options for each question- answer five short answer questions, one from each pair (1a/1b, 2a/2b, 3a/3b, 4a/4b, 5a/5b).	5 X 3=15
		Short Essay (a choice between two options for each question- answer three short	3 X 5=15

		essay questions, one from each pair (6a/6b, 7a/7b, and 8a/8b).	
		Long Essay (a choice between two options for each question) (9a/9b)	1 X 20=20
		Compulsory Case Study analysis	1 X 20=20
Total Marks			**70**

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MGU-BBA (HONOURS)

Syllabus

	Mahatma Gandhi University **Kottayam**

Programme	**Bachelor in Business Administration (Honours)**					
Course Name	**Supply Chain Analytics**					
Type of course	**DISCIPLINE SPECIFIC ELECTIVE (SUPPLY CHAIN MANAGEMENT)**					
Course Code	**MG6DSEBBA306**					
Course Level	**NA**					
Course Summary & Justification	Supply Chain Management is a comprehensive course that equips students with essential skills to manage and optimize supply chains in modern business environments. The course covers logistics, strategic fit, network design, sourcing, pricing, and demand management, emphasizing the impact of digital transformation on supply chain strategies and operations. Through case studies and practical insights, students will learn to design effective supply chain networks, optimize e-commerce operations, and manage global challenges.					
Semester	**6**	**Credits**			4	**Total Hours**
Course Detail	Learning Approach	Lecture	Tutorial	Practicum	Others	**75**
Course Details		3	0	1	0	
Pre-requisites	NA					

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COURSE OUTCOMES (CO)

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CO No.	Expected Course Outcome	Learning Domains *	MGU PO
1	To understand the dynamics of Supply Chain Analytics	U	1, 2
2	To understand and analyse the role of Business Analytics in supply chain management	An	8
3	Analyse and evaluate Prescriptive Analysis in network planning in a supply chain	E	6

4	Apply Supply Chain performance measure and ICT enablement of supply chains in organisations	A	5
***Remember (K), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)**			

COURSE CONTENT

Content for Classroom transactions (Units)

Module	Course description	Hrs	CO No.
1: Supply Chain (SC) Analytics in the contemporary context		**19 Hrs**	
1.1	Understanding and defining the supply chain analytics (SCA)- importance of analytics in supply chain	4	CO1
1.2	Relating Operations Management with Supply chain concepts with SC Analytics - The importance of supply chain analytics in the flows involving material, money, information and ownership - Key issues in supply chain analytics	4	CO1
1.3	Concept of Descriptive Analytics in a Supply Chain - Decision Domains in supply chain analytics.	4	CO1
1.4	Practicum - The Classic Beer Distribution Game - The Bullwhip Effect – To illustrate how a lack of direct communication and delays can cause minor shifts in consumer demand to drastically swing inventory requirements upstream	7	CO1
2: Role of Business Analytics in SCM		**19 Hrs**	
2.1	Introduction to Modelling - Approaches for Optimization and Simulation	4	CO2
2.2	Modelling software, Supply Chain (SC) Decisions that requires mathematical or interpretative modelling	4	CO2
2.3	Understanding of Data and its role in Analytics - Analytics of a Transportation problem in a Supply Chain – Managerial implication of results of analytics	4	CO2
2.4	Practicum - ABC-XYZ Inventory Segmentation Matrix - Categorize inventory items based on their value (ABC) and demand predictability (XYZ) to determine tailored replenishment strategies- Descriptive Analytics & Data Segmentation using Microsoft Excel or Python	7	CO2
3: Prescriptive Analytics in Network Planning in a Supply Chain		**17 Hrs**	

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3.1	Network Planning in a Supply Chain – Importance of Network Planning	3	CO3
3.2	Design of Logistics Network using Heuristics/optimization	3	CO3
3.3	Concept of 3PL/4PL in a Supply Chain	4	CO3
3.4	Practicum- Last-Mile Route Optimization Challenge - Solve a simplified Travelling Salesperson Problem (TSP) or a vehicle routing problem to minimize fuel costs and delivery times – Primary tool to be used - Microsoft Excel Solver or Google Maps Matrix API / Python	7	CO3
4: Supply Chain Performance Measurement and Enabling of ICT		**20 Hrs**	
4.1	Well-known models and frameworks for operations, logistics and supply chain management	3	CO4
4.2	SCOR model – Four Major Components - Balanced Scorecard	3	CO4
4.3	Integrated hierarchical supply chain performance measurement system - the strategic, tactical and operational.	3	CO4
4.4	Designing supply chain information system – Characteristics of information for coordination of system – Information and supply chain Integration -Role of ICT in Supply chains	3	CO 4
4.5	Practicum - To implement ICT tools for real-time tracking, data collection, and performance evaluation of supply chain metrics (Reliability, Responsiveness, Agility, and Cost) - Data Integration & Extraction - Set up your mock supply chain system (or a provided case study dataset). Use ICT tools such as barcodes or RFID readers to capture transaction events (e.g., *Goods Received*, *Dispatched*, *Delivered*) -Step 2: Key Performance Indicator (KPI) Modeling - Step 3: Simulation & Impact Analysis (Using System Dynamics) - Step 4: Empirical Evaluation	8	CO4

REFERENCES

1. Supply Chain Management: Strategy, Planning, and Operation, 7th ed., by Sunil Chopra & Peter Meindl, Pearson.
2. Logistics & Supply Chain Management, 5th ed., by Martin Christopher, Pearson
3. D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi

4. Rahul Saxena • Anand Srinivasan, Business Analytics.
5. Supply Chain Planning and Analytics: The Right Product in the Right Place at the Right Time, Gerald Feigin, Kindle Edition.
6. Supply Chain Analytics: Beginner's Guide, Gerard Blokdyk , Createspace Independent Pub; 2 editions.
7. Logistics, Supply Chain and Financial Predictive Analytics, Deep, Kusum, Jain, Madhu, Salhi, Said (Eds.)

ASSESSMENT

A. Continuous Comprehensive Assessment (CCA) - Maximum Marks: 30

Sl. No	Component	Activity	Max. Marks
1	Tests/ Quizzes		10
2	Practical Activities and participation	Based on practicum component	20
Total Marks			**30**

B. End Semester Evaluation (ESE) - Maximum Marks: 70

Sl. No	**Component**	**Activity**	**Max. Marks**
1	Written Examination 2 hours	Short answer (four to five sentences) (a choice between two options for each question- answer five short answer questions, one from each pair (1a/1b, 2a/2b, 3a/3b, 4a/4b, 5a/5b).	5 X 3=15
		Short Essay (a choice between two options for each question- answer three short essay questions, one from each pair (6a/6b, 7a/7b, and 8a/8b).	3 X 5=15
		Long Essay (a choice between two options for each question- answer two long essay questions, one from each pair (9a/9b, 10a/10b)	2 X 20=40
Total Marks			**70**

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MGU BBA (HONOURS) Syllabus

	Mahatma Gandhi University **Kottayam**

Programme	**Bachelor in Business Administration (Honours)**					
Course Name	**Operations Strategy**					
Type of course	**DISCIPLINE SPECIFIC ELECTIVE (SUPPLY CHAIN MANAGEMENT)**					
Course Code	**MG6DSEBBA307**					
Course Level	**NA**					
Course Summary & Justification	The objective is to develop understanding about the practical aspects of operations strategy, selection of process and infrastructure development. The aim of this course is to make the students familiar with the changes required in the operational strategy in the context of the increasingly competitive situation and new advancements in operations management practices.					
Semester	**6**	**Credits**			4	**Total Hours**
Course Detail	Learning Approach	Lecture	Tutorial	Practicum	Others	75
Course Details		3	0	1	0	
Pre-requisites	NA					

MGU-BBA (HONOURS)

COURSE OUTCOMES (CO)

Syllabus

CO No.	Expected Course Outcome	Learning Domains *	MGU PO
1	To understand the concept of Operations Strategies	U	1
2	To understand and apply the strategic frameworks and practices in operations management	An	8
3	To analyse and evaluate the importance of Operations Strategies in production planning and control in the development of organizational competitiveness and processes	E	6
4	To understand the impact and relevance of technological advancements in Operations Strategy	U	5

***Remember (K), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)**

COURSE CONTENT

Content for Classroom transactions (Units)

Module	Course description	Hrs	CO No.
1: Introduction to Operations Strategy		**15 Hrs**	
1.1	Meaning of Operations Strategy - Concept – Definition – Importance – Process of operations strategy – Difference between operations management and operations strategy	3	CO1
1.2	Linkage with Corporate Strategy, Strategies, Values and Services in Operations Management	3	CO1
1.3	Operations Strategy as a competitive weapon for organisation- Strategy hierarchy – components of operations strategy	3	CO1
1.4	Practicum – Analysis of Case Study : The Response & Strategic Trade-Off Case: Southwest Airlines	6	CO1
2: Formulation of operational strategies		**20 Hrs**	
2.1	Operations Strategy Formulation - Hill framework for operations Strategy Formulation, five step framework	5	CO2
2.2	Competitive Strategy and Customer Prioritizes - Strategic Fit - Concept – Classification	3	CO2
2.3	A framework for Operations Strategy in Manufacturing – Case Study of Galanz- Microwave oven manufacturer	5	CO2
2.4	Practicum – A strategy alignment class room workshop to find out the strategic mismatches by mapping a company's market strategy directly against its manufacturing/service delivery and an Interactive exercise based on Hill framework matrix to find out strategic mismatch in service promises and delivery	7	CO2
3: Operation Strategies in Production planning and control		**20 Hrs**	
3.1	Production planning and control – Core functions of PPC – Key benefits of Production planning and control	4	CO3
3.2	Production planning techniques for various process choices, techniques of production control, aggregate planning techniques	4	CO3

3.3	Lean production: Definition of lean production, Lean demand, Pull logic, waste in operations, 2-card Kanban Production Control system	5	CO3
3.4	Practicum- The Classroom Simulation: The Paper Airplane Factory – Detailing exercise to identify the 8 Wastes, the 5S framework, and the transition from a traditional Push system to a Lean Pull system.	7	CO3
4: Technology involvement in Operations strategy		**20 Hrs**	
4.1	Technology and Operations Management - Integration of Technology with Production System - Technology in Manufacturing and Design - Software Systems in Manufacturing	3	CO4
4.2	Automated production system with Robotic systems - Automation in Production and Operations - Challenges	3	CO4
4.3	ERP/SAP for decision making – Importance - Process – Challenges – Competitive edge	3	CO4
4.4	Smart manufacturing and Industry 5.0: Challenges and future prospects	3	CO 4
4.5	Practicum – Case Studies on L & T s Digital transformation in Manufacturing, Amazons extended vision on B2C model to embrace B2C transactions, Tesla s digital transformation in electric vehicle industry, Microsoft embracing AI and focusing on optimizing the digital employee experience	8	CO4

REFERENCES

MGU-BBA (HONOURS)

1. Mahadevan, B. (2015). Operations management: Theory and practice. Pearson Education India.
2. Jay, H. and Barry, R. (2017). Operations Management: Sustainability and Supply Chain Management, 12th ed. Pearson Education India.
3. Jacobs, F.R., Chase, R.B. & Ravi Shankar. (2018). Operations and Supply Chain Management, 14th ed. McGraw Hill Education India.
4. Swarup, K., Gupta, P. K. & Manmohan. (2010). Operations Research, 19th ed. Sultan Chand & Sons.
5. Kapoor, V.K. (2020). Operations Research: Quantitative Techniques for Management, 9th ed. Sultan Chand & Sons.
6. Sharma, J.K. (2017). Operations Research: Theory and Applications, 6th ed. Trinity
7. Russell, R. S., & Taylor, B. W. (2019). Operations and supply chain management, 10th ed. John Wiley & Sons

ASSESSMENT

A. Continuous Comprehensive Assessment (CCA) - Maximum Marks: 30

Sl. No	Component	Activity	Max. Marks
1	Tests/ Quizzes		10
2	Practical Activities and participation	Based on practicum component	20
Total Marks			**30**

B. End Semester Evaluation (ESE) - Maximum Marks: 70

Sl. No	Component	Activity	Max. Marks
1	Written Examination 2 hours	Short answer (four to five sentences) (A choice between two options for each question- answer five short answer questions, one from each pair (1a/1b, 2a/2b, 3a/3b, 4a/4b, 5a/5b).	5 X 3=15
		Short Essay (A choice between two options for each question- answer three short essay questions, one from each pair (6a/6b, 7a/7b, and 8a/8b).	3 X 5=15
		Long Essay (A choice between two options for the question (9a/9b)	1 X 20=20
		Case Study (One Compulsory Case Study)	1 X 20=20
Total Marks			**70**

MGU-BBA (HONOURS)

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Syllabus

	Mahatma Gandhi University **Kottayam**

Programme	**Bachelor in Business Administration (Honours)**					
Course Name	**Data Visualization using Tableau and Power BI**					
Type of course	**DISCIPLINE-SPECIFIC ELECTIVE (BUSINESS ANALYTICS)**					
Course Code	**MG6DSEBBA308**					
Course Level	**NA**					
Course Summary	This course introduces students to the principles and practical techniques of data visualization using Tableau and Power BI. It develops skills in connecting and preparing business data, selecting appropriate visualizations, creating interactive charts and dashboards, using filters, calculated fields and analytical features, and presenting data-driven insights for managerial decision-making.					
Semester	6	**Credits**			4	Total Hours
Course details	Learning Approach	Lecture	Tutorial	Practicum	Others	
		3	0	1	0	75

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains *	MGU PO
1	To understand the principles, purpose and applications of data visualization, including data types, visual perception, chart selection and the role of visualization in business intelligence.	U	10
2	To apply Tableau and Power BI tools to connect, prepare and organize business data for effective visualization and analysis.	A	3
3	To analyse business datasets using charts, filters, calculated fields, parameters, measures and interactive visual features in Tableau and Power BI.	An	1
4	To create and present interactive dashboards and business reports that communicate analytical findings and support evidence-based managerial decision-making.	C	1

Remember (K), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)

MGU-BBA (HONOURS) Syllabus

COURSE CONTENT

Content for Classroom transactions (Units)

Module	Course description	Hours	CO
1: Fundamentals of Data Visualization		**19 Hrs**	
1.1	Principles of Effective Visualization – Accuracy, clarity, simplicity and relevance – Visual perception – Gestalt principles – Avoiding distortion, clutter and misleading representations – Basic visualization errors.	4	CO1
1.2	Data Types and Chart Selection – Categorical, numerical, temporal, and geographic data – Comparison, composition, distribution, relationship, and trend – Bar charts, line charts, pie/doughnut charts, histograms, scatter plots, maps, and box plots – Selecting appropriate visuals for business questions.	4	CO1
1.3	Business Intelligence and Visualization Tools – Introduction to BI platforms – Role of dashboards and reports – Overview of Tableau and Power BI – Comparing visualization capabilities and use cases – Data-driven managerial communication.	3	CO1
1.4	Practicum Activities: Identify suitable visualizations for given business questions – Redesign misleading or cluttered charts – Prepare a basic set of business charts from a sample dataset and write brief interpretations. / AND Case Study Analysis	8	CO1
2: Data Preparation and Visualization using Tableau		**19 Hrs**	
2.1	Introduction to Tableau – Tableau Desktop interface and workspace – Connecting to data sources – Live connection and extracts – Dimensions and measures – Discrete and continuous fields – Basic data exploration.	3	CO2
2.2	Data Preparation in Tableau – Data types and field properties – Sorting and filtering – Groups and hierarchies – Joins and unions – Basic data cleaning and organization – Preparing datasets for visualisation.	3	CO2
2.3	Creating Visualizations in Tableau – Bar, line, area, pie, scatter and map visualizations – Show Me – Marks card – Colour, size, label and detail – Combining multiple views – Formatting and presentation.	3	CO2
2.4	Analytical Features in Tableau – Calculated fields – Parameters – Sets – Reference lines – Trend lines – Basic table calculations – Interactive filters – Using analytical features to answer business questions.	3	CO3
2.5	Practicum: Hands-on data preparation and visualization in Tableau – Connect to business datasets – Clean, sort, filter and organize data – Create charts and combine visualizations – Develop calculated fields and apply analytical features – Design an interactive Tableau dashboard – Interpret visualizations to answer business questions. / AND Case Study Analysis	7	

MGU-BBA (HONOURS) Syllabus

3: Data Visualization and Analysis using Power BI		**18 Hrs**	
3.1	Introduction to Power BI – Power BI Desktop interface and components – Report, Data and Model views – Importing data – Connecting to Excel, CSV and other business data sources – Basic exploration of datasets.	4	CO2
3.2	Data Preparation using Power Query – Data transformation – Changing data types – Removing duplicates and errors – Filtering and splitting columns – Merging and appending queries – Basic data-quality preparation for reporting.	3	CO2
3.3	Creating Visuals in Power BI – Column, bar, line, pie/donut, area, scatter, map and table/matrix visuals – Slicers and filters – Formatting – Drill-down – Cross-filtering and interaction between visuals.	3	CO3
3.4	Practicum Activities: Import and transform a business dataset in Power BI – Build interactive visuals – Create slicers and filters – Develop measures/calculated columns – Prepare a Power BI analytical report. / AND Case Study Analysis	8	CO3
4: Interactive Dashboards and Business Reporting		**19 Hrs**	
4.1	Dashboard Design – Purpose and characteristics of effective dashboards – KPIs and performance measures – Visual hierarchy – Layout, navigation and consistency – Choosing visuals for managerial audiences – Designing for at-a-glance understanding.	3	CO4
4.2	Dashboard Development using Tableau – Combining worksheets into dashboards – Dashboard actions – Filters and highlighting – Interactive navigation – Storytelling with data – Publishing and sharing dashboards.	3	CO4
4.3	Dashboard Development using Power BI – Report pages and dashboards – Interactive slicers and filters – Drill-through – Bookmarks and buttons – Page navigation – Report publishing and sharing – Designing management-oriented reports.	3	CO4
4.4	Business Insights and Visualization Ethics – Translating visual patterns into business insights – Communicating findings to non-technical decision-makers – Data storytelling – Avoiding misleading visuals – Data privacy, confidentiality, fairness and ethical use of business data.	3	CO4
4.5	Practicum Activities: Develop a complete interactive dashboard using Tableau or Power BI from a business dataset – Include KPIs, filters, interactive visuals and written interpretations – Present the dashboard as a managerial report. / AND Case Study Analysis	7	CO4

REFERENCES

Textbooks (Latest Editions)

1. Few, S.; Information Dashboard Design: Displaying Data for At-a-Glance Monitoring. Analytics Press.

2. Knaflic, C. N.; Storytelling with Data: A Data Visualization Guide for Business Professionals. Wiley.

3. Murray, D. G.; Tableau Your Data!: Fast and Easy Visual Analysis with Tableau Software. Wiley.

4. Cotgreave, A.; The Big Book of Dashboards. Wiley.

5. Ferrari, A. & Russo, M.; Introducing Microsoft Power BI. Microsoft Press.

6. Russo, M. & Ferrari, A.; The Definitive Guide to DAX. SQLBI.

7. Wilke, C. O.; Fundamentals of Data Visualization. O'Reilly Media.

8. Evergreen, S.; Effective Data Visualization. Sage Publications.

ASSESSMENT

A. Continuous Comprehensive Assessment (CCA) - Maximum Marks: 30

Sl. No	Component	Activity	Max. Marks
1	Tests/ Quizzes		10
2	Practical Activities and participation	Based on practicum component	20
Total Marks			30

B. End Semester Evaluation (ESE) - Maximum Marks: 70

Sl. No	**Component**	**Activity**	**Max. Marks**
1	Written Examination 2 hours	Short answer (four to five sentences) (a choice between two options for each question- answer five short answer questions, one from each pair (1a/1b, 2a/2b, 3a/3b, 4a/4b, 5a/5b).	5 X 3=15
		Short Essay (a choice between two options for each question- answer three short essay questions, one from each pair (6a/6b, 7a/7b, and 8a/8b).	3 X 5=15
		Long Essay (a choice between two options for the question) (9a/9b)	1 X 20=20
		Compulsory Case Study analysis	1 X 20=20
Total Marks			**70**

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MGU-BBA (HONOURS)
Syllabus

	Mahatma Gandhi University **Kottayam**

Programme	**Bachelor in Business Administration (Honours)**					
Course Name	**Marketing, Social Media & Web Analytics**					
Type of course	**DISCIPLINE-SPECIFIC ELECTIVE (BUSINESS ANALYTICS)**					
Course Code	**MG6DSEBBA309**					
Course Level	**NA**					
Course Summary	This course introduces students to the use of analytics in marketing, social media and web environments. It develops an understanding of digital marketing data, social media metrics, campaign measurement, web analytics, traffic and conversion metrics, dashboards and data-driven marketing decisions. Students learn to collect, interpret and communicate digital performance insights for customer engagement, lead generation, conversion and business growth.					
Semester	6	**Credits**			4	**Total Hours**
Course details	Learning Approach	Lecture	Tutorial	Practicum	Others	
		3	0	1	0	75

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains *	MGU PO
1	To understand the fundamentals of marketing analytics, social media analytics and web analytics, including digital data sources, metrics, KPIs and their role in marketing decision-making.	U	10
2	To apply social media analytics concepts and tools to measure audience engagement, content performance, campaigns, reach, leads and conversions across major social platforms.	A	3
3	To analyse web traffic, user behaviour, acquisition, engagement and conversion data using appropriate web analytics metrics and analytical approaches.	An	1
4	To evaluate digital marketing performance and create actionable dashboards and reports that communicate insights for evidence-based marketing decisions.	E	1

****Remember (K), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)***

MGU-BBA (HONOURS) Syllabus

COURSE CONTENT

Content for Classroom transactions (Units)

Module	Course description	Hrs	CO No.
1: Foundations of Marketing and Social Media Analytics		**18 Hrs**	
1.1	Social Media and Marketing – Evolution and role of social media in marketing – Paid, owned and earned media – Social networks, blogs, microblogs, video and image platforms, podcasts, live streaming and webinars – Audience, influencers, content and engagement.	4	CO1
1.2	Social Media Data and KPIs – Social media data sources – Objectives and marketing KPIs – Reach, impressions, engagement, followers, clicks, shares, mentions, sentiment, leads and conversions – Vanity metrics versus actionable metrics.	4	CO1
1.3	Social Media Analytics Framework – Social listening and monitoring – Competitor analysis – Campaign measurement – Content performance – Online reputation – Challenges in social media data collection, quality, privacy and interpretation.	3	CO1
1.4	Practicum Activities: Identify suitable KPIs for a digital marketing campaign – Prepare a social media measurement plan – Analyse a sample social media dataset and present key observations. / AND Case Study Analysis	7	CO1
2: Social Media Analytics and Campaign Measurement		**19 Hrs**	
2.1	Platform Analytics – Facebook/Meta, Instagram, LinkedIn, YouTube and X/Twitter analytics – Audience insights – Content performance – Reach and engagement – Platform-specific metrics and reports.	3	CO2
2.2	Social Media Content Analytics – Content types and formats – Content calendars – Engagement analysis – Hashtags and keywords – Video performance – Influencer and creator metrics – Identifying high-performing content.	2	CO2
2.3	Social Media Campaign Analytics – Campaign objectives – Target audience – Paid, organic and sponsored campaigns – Click-through rate, cost per click, cost per acquisition, conversion rate and return measures – Lead generation and campaign attribution.	3	CO2
2.4	Social Media Reporting and Dashboards – Metric selection – Data collection and monitoring – Comparative and trend analysis – Reporting structures – Dashboard principles – Turning social media data into actionable marketing recommendations.	3	CO2
2.5	Practicum - Social Media Reporting and Dashboards – Metric selection – Data collection and monitoring – Comparative and trend analysis – Reporting structures – Dashboard principles – Turning social media data into actionable marketing recommendations.	8	

3: Web Analytics and Customer Behaviour		**19 Hrs**	
3.1	Introduction to Web Analytics – Meaning, scope and importance – How web analytics works – Web data sources – Log-file analysis and page tagging – Website objectives – Web analytics 2.0 perspective – Selecting appropriate web analytics tools.	4	CO3
3.2	Web Metrics and Dimensions – Visits, users, unique visitors, page views, pages per visit, average visit duration, time on page, bounce rate, exit rate and engagement – Dimensions and segmentation – Interpreting metric relationships.	4	CO3
3.3	Traffic Acquisition and Behaviour Analysis – Direct, referral, organic and paid traffic – Search performance – Landing pages – Navigation and user paths – Audience and acquisition analysis – Behaviour analysis – Segmentation.	3	CO3
3.4	Practicum Activities: Analyse a sample website dataset – Compare traffic sources – Identify behaviour patterns and conversion bottlenecks – Construct a conversion funnel and prepare an analytical report. / AND Case Study Analysis	8	CO3
4: Web Analytics, Dashboards and Data-Driven Marketing Decisions 19 Hrs			
4.1	Actionable Web KPIs – Task completion rate – Share of search – Visitor loyalty and recency – Valuable exits – Subscriber measures – Engagement and retention – Selecting metrics aligned with marketing objectives.	3	CO4
4.2	Attribution and Experimentation – Attribution concepts – First-touch, last-touch and multi-touch approaches – Campaign contribution – Experimentation and A/B testing – Voice of customer – Competitive intelligence.	3	CO4
4.3	Marketing Dashboards and Reporting – Dashboard purpose and objectives – Default and custom dashboards – KPI cards – Trend and comparison views – Consolidated reporting – High-impact dashboard principles – Communicating insights to managers.	3	CO4
4.4	Analytics for Marketing Decisions and Ethics – Translating data into customer and campaign insights – Budget and channel decisions – Content and conversion optimisation – Data reliability and limitations – Privacy, consent, confidentiality, responsible measurement and ethical use of digital data.	3	CO4
4.5	Practicum Activities: Develop a complete social media/web analytics dashboard using a business dataset – Integrate KPIs, traffic, engagement and conversion measures – Prepare a managerial report with actionable recommendations. / AND Case Study Analysis	7	CO4

REFERENCES

Textbooks (Latest Editions)

1. Kaushik, A.; Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity. Wiley.

2. Kaushik, A.; Web Analytics: An Hour a Day. Sybex.

3. Tuten, T. L. & Solomon, M. R.; Social Media Marketing. Sage Publications.

4. Barker, M., Barker, D., Bormann, N. & Zahay, D.; Social Media Marketing: A Strategic Approach. Cengage Learning.

5. Hemann, C. & Burbary, K.; Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World. Que Publishing.

6. Sterne, J.; Social Media Metrics: How to Measure and Optimize Your Marketing Investment. Wiley.

7. Clifton, B.; Advanced Web Metrics with Google Analytics. Wiley.

8. Dykes, B.; Web Analytics Action Hero: Using Analysis to Gain Insight and Optimize Your Business. Adobe Press.

ASSESSMENT

A. Continuous Comprehensive Assessment (CCA) - Maximum Marks: 30

Sl. No	Component	Activity	Max. Marks
1	Tests/ Quizzes		10
2	Practical Activities and participation	Based on practicum component	20
Total Marks			**30**

B. End Semester Evaluation (ESE) - Maximum Marks: 70

Sl. No	**Component**	**Activity**	**Max. Marks**
1	Written Examination 2 hours	Short answer (four to five sentences) (a choice between two options for each question- answer five short answer questions, one from each pair (1a/1b, 2a/2b, 3a/3b, 4a/4b, 5a/5b).	5 X 3=15
		Short Essay (a choice between two options for each question- answer three short essay questions, one from each pair (6a/6b, 7a/7b, and 8a/8b).	3 X 5=15
		Long Essay (a choice between two options for each question- answer two long essay questions, one from each pair (9a/9b) (10a/ 10b)	2 X 20=40
Total Marks			**70**

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	Mahatma Gandhi University **Kottayam**

Programme	**Bachelor in Business Administration (Honours)**					
Course Name	**International Supply Chain Management**					
Type of course	**DISCIPLINE SPECIFIC ELECTIVE (INTERNATIONAL BUSINESS)**					
Course Code	**MG6DSEBBA310**					
Course Level	**NA**					
Course Summary	The course is intended to help students to have a definite picture on International Supply Chain Management. This will helps student to Identify strategies, processes, and issues related to international supply chain management and examine the supply chain drivers.					
Semester	6	**Credits**			4	Total Hours
Course details	Learning Approach	Lecture	Tutorial	Practicum	Others	
		3	0	1	0	75

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains *	MGU PO
1	Interpret the supply chain management strategy concepts and how it can effectively strategies companies against competitive challenges	U	1,2
2	Analyse the supply chain operations and how it give a competitive global advantage	An	1,2
3	Analyse procurement methods, techniques and sourcing strategies to determine their contribution to organisational competitive advantage.	An	1,2
4	Evaluate the strategic tools and techniques and examine role of inventory management, types of inventories, and methods of controlling inventories to achieve organizational goals	E	1,2
Remember (K), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)			

COURSE CONTENT

Content for Classroom transactions (Units)

Module	Course description	Hrs	CO No.
1: Understanding the Supply Chain		**18 Hrs**	
1.1	Introduction to Supply Chain Management, Evolution of Supply Chains	4	CO1
1.2	Objectives of a Supply Chain, Decision phases in a Supply Chain	3	CO1
1.3	Process views – Cycle view, push/pull view.	2	CO1
1.4	Key issues in supply chain management	2	CO1
1.5	Practicum: Supply chain mapping of a familiar product. Students may in small groups pick a product they know and map its supply chain from raw material to consumer, marking the cycle view stages (2 hours) Identify the decision phases (strategy, planning, operation) and two or three key issues, such as perishability, transport delays or demand variability. (3 hours) Output as a flow diagram and a 5-page report, presented in class. (2 hours)	7	CO1
2 : Understanding Global Supply Chain Operations		**19 hrs**	
2.1	Insight into global trade and supply chains	1	CO2
2.2	Overview of the expertise required in emerging markets and global supply chains, and knowledge of integrating global supply chain functions.	4	CO2
2.3	Strategic benefits of the global supply chain. Supply Chain Drivers (Inventory, Transportation Information, Sourcing, Facilities, Pricing).	5	CO2
2.4	Supply Chain Efficiency Vs. Responsiveness and the trade-off.	2	CO2
2.5	Practicum : Practicum: Compare and contrast between a global and local firm and review their supply chain drivers. Each group picks two firms with contrasting supply chain strategies, such as online vs a traditional apparel firm, or Amazon vs a discount retailer.(3 hours) Using annual reports and company websites, they assess the firm against the five drivers: inventory, transportation, information, sourcing, facilities and pricing.(2 hours).Groups position each firm on the efficiency-responsiveness spectrum and justify the trade-off. Output as a comparison between the five drivers and a short presentation.(2 hours)	7	CO2

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3: Purchasing in Global Supply Chain		**19 Hrs**	
3.1	Key elements of a global purchasing strategy.	3	CO3
3.2	How to move from international to global purchasing; global purchasing strategies for outsourcing and off-shoring;	2	CO3
3.3	Selecting suppliers and designing global supplier networks.	2	CO3
3.4	Supplier Performance Measurement.	2	CO3
3.5	Supplier selection (auctions and negotiations)	2	CO3
3.6	Practicum: Simulate supplier selection scenario in different industries Groups to simulate a sourcing scenario, e.g. a company needs 10,000 units of a component and has quotations from suppliers in India and two other countries (3 hours) Create a supplier evaluation sheet covering cost, quality, lead time, reliability and risk, and choose the best supplier (3 hours)Design a simple supplier performance scorecard Display results in an the Excel evaluation sheet (2 hours)	8	CO3
4: Inventory Management and Logistics		**19 Hrs**	
4.1	Role of inventory in supply chains	2	CO4
4.2	Production lot sizing. Lot Sizing with Capacity Constraint.	2	CO4
4.3	Aggregating Multiple Products in a Single Order. Economies of Scale to Exploit Quantity Discounts.	2	CO4
4.4	Types of inventories, Inventory Control Methods.	2	CO4
4.5	Modes of transportation for international trade, Role of ports in international logistics	3	CO4
4.6	Practicum: Students trace one export or import consignment, e.g. cargo via Vizhinjam or Vallarpadam Port. (5 hours). They compare the modes of transport by cost, time and reliability, and describe the role of the port.(1 hour)Output: a worked Excel file and a field or desk-study report. (2 hours)	8	CO4

REFERENCES

Text Books (Latest Edition):

1. David Simchi Levi, Edith Simchi Levi, Ravi Shankar, Philip Kaminsky (2019). Designing and managing the supply chain: Concepts, strategies, and cases (3e). McGraw-Hill Education India, New Delhi.
2. Coyle J.J., Langley Jr. C.J., Novack R.A. and Gibson B.J.(2013). Managing supply chains logistics approach (9thed). Cengage Learning.

3. Shah, J. (2016). Supply chain management: Text and Cases (2e). Pearson Education India.
4. Sunil Chopra and Dharam Karla (2019); Supply chain management: strategy, planning and operation (7th ed). Pearson Education, India

ASSESSMENT

A. Continuous Comprehensive Assessment (CCA) - Maximum Marks: 30

Sl. No	Component	Activity	Max. Marks
1	Tests/ Quizzes		10
2	Practical Activities and participation	Based on practicum component	20
Total Marks			30

B. End Semester Evaluation(ESE) - Maximum Marks: 70

Sl. No	**Component**	**Activity**	**Max. Marks**
1	Written Examination 2 hours	Short answer (four to five sentences) (a choice between two options for each question- answer five short answer questions, one from each pair (1a/1b, 2a/2b, 3a/3b, 4a/4b, 5a/5b).	5 X 3=15
		Short Essay (a choice between two options for each question- answer three short essay questions, one from each pair (6a/6b, 7a/7b, and 8a/8b).	3 X 5=15
		Long Essay (a choice between two options the each question) (9a/9b)	1 X 20=20
		Compulsory Case Study analysis	1 X20=20
		Total Marks	**70**

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Syllabus

	Mahatma Gandhi University **Kottayam**

Programme	**Bachelor in Business Administration (Honours)**					
Course Name	**International Trade Policy & Strategy**					
Type of course	**DISCIPLINE SPECIFIC ELECTIVE (INTERNATIONAL BUSINESS)**					
Course Code	**MG6DSEBBA311**					
Course Level	**NA**					
Course Summary	To provide thorough understanding of India's foreign trade policy, its historical review, regulatory framework, and policy measures. Students will understand and learn the provisions of foreign trade policy for export and import, the regulatory and institutional support to develop implications for businesses, industries, and policymakers.					
Semester	6	**Credits**			4	Total Hours
Course details	Learning Approach	Lecture	Tutorial	Practicum	Others	
		3	0	1	0	75

COURSE OUTCOMES (CO)

CO No.	Expected Course Outcome	Learning Domains *	MGU PO
1	Understand and comprehend the historical development, objectives, key features	U	3
2	Analyse the impact of export policies on foreign trade	An	1
3	Analyse the impact of import policies on foreign trade	An	1
4	Analyse the regulatory and institution set up for promoting India's foreign trade	An	1

Remember (K), Understand (U), Apply (A), Analyse (An), Evaluate (E), Create (C), Skill (S), Interest (I) and Appreciation (Ap)

COURSE CONTENT

Content for Classroom transactions (Units)

Module	Course description	Hrs	CO No.
1: Introduction		**18 hours**	
1.1	India's foreign trade, Direction and composition of India's exports and imports,	2	CO1

1.2	Need for and significance of foreign trade policy, Preamble and legal framework of foreign trade policy, Various definitions, Rationale and impact of foreign trade policy.	3	CO1
1.3	Government objectives under Foreign Trade Policy, Historical review of trade policy since 1991	3	CO1
1.4	General policy provisions regarding imports and Exports	3	CO1
1.5	Practicum: Trade data and policy review – compile 10-year data on India's exports and imports (commodity composition and major trading partners) from various data sources. Survey and present it in charts(3 hours); prepare a timeline of foreign trade policy milestones since 1991; prepare a comparative note on the general policy provisions for imports and exports using the Foreign Trade Policy and Handbook of Procedures. Submission of a report and presentation (4 hours)	7	CO1
2: Import Policies		**19 Hrs**	
2.1	Structure of Import Policy, Instruments of Import Policy-Import Substitution.	2	CO2
2.2	Brief overview on Import restrictions	3	CO2
2.3	Types of Licensing – OGL, Canalized, Replenishment, Automatic Advance and Additional License; Holding of License, Third party, Exim scripts, Conditions of license.	3	CO2
2.4	Tariff - Types of Tariffs, Tariffs rates, Bind rates, Quantitative Restrictions, Anti - Dumping, Countervailing Duties	3	CO2
2.5	Practicum: Import policy application exercise – classify at least five products based on licensing (3 hours) Determine the applicable customs duty for selected items from the Customs Tariff (3 hours); study one anti-dumping/countervailing duty case(2 hours)	8	CO2
3: Export Promotion Policies		**19 hours**	
3.1	Export led growth and Export support growth	3	CO3
3.2	Review of Export Promotion Policies since1999, Export Promotion Schemes (MEIS), EPCG scheme, Duty drawback scheme, Duty Entitlement passbook scheme, Deemed exports,	4	CO3
3.3	Current Foreign Trade Policy 2023-strategic vision and paradigm shift- core export promotion schemes-DEH-Emerging Ecosystems	4	CO3
3.4	Practicum: Export promotion scheme exercise – for a chosen product or exporting firm identify the applicable schemes	8	CO3

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	under the Foreign Trade Policy (4 hours); compute the scheme benefit/export obligation in a sample case; Submission of a report and viva (4 hours)		
4: Regulatory and Institutional Set-up		**19 Hrs**	
4.1	FEMA, Export Promotion Councils, Commodity Boards,	4	CO4
4.2	Development Authority (APEDA, MPEDA), Export Houses, Export Processing Zone (EPZ), Foreign Trade Zone (FTZ)	4	CO4
4.3	Electronics Hardware Technology Parks (EHTP), Software Technology Parks (STP), Special Economic Zone (SEZ), Agri Export Zone (AEZ), 100% Export Oriented Unit (E.O.U).	4	CO4
4.4	Practicum: Institutional and regulatory study – prepare a profile of one Export Promotion Council/Commodity Board/Development Authority covering services and incentives (4 hours). Prepare a comparative chart of the zones/units; solve a case-based exercise on export realisation and FEMA compliance 3 hours)	7	CO4

REFERENCES

Textbooks (Latest Editions)

1. Export Management, Himalaya Publishing House, Divya Singh and Amit Gautam
2. Foreign Trade Policy, Ministry of Commerce, Govt. of India
3. Handbook of Procedures, Directorate General of Foreign Trade, Govt. of India
4. Economic Survey, Ministry of Finance, Govt. of India
5. Foreign Trade Policy and Handbook of Procedures (Vol I and II), Commercial Law Publishers, S C Jain, Shweta Jain and Abhishek Jain

ASSESSMENT

A. Continuous Comprehensive Assessment (CCA) - Maximum Marks: 30

Sl. No	Component	Activity	Max. Marks
1	Tests/ Quizzes		10
2	Practical Activities and participation	Based on practicum component	20
Total Marks			**30**

B. End Semester Evaluation (ESE) - Maximum Marks: 70

Sl. No	Component	Activity	Max. Marks
1	Written Examination 2 hours	Short answer (four to five sentences) (a choice between two options for each question- answer five short answer questions, one from each pair (1a/1b, 2a/2b, 3a/3b, 4a/4b, 5a/5b).	5 X 3=15
		Short Essay	3 X 5=15

MGU-BBA (HONOURS) Syllabus

		(a choice between two options for each question- answer three short essay questions, one from each pair (6a/6b, 7a/7b, and 8a/8b).	
		Long Essay (a choice between two options for the question (9a/9b)	1 X 20=20
		Compulsory Case Study analysis	1 X 20=20
Total Marks			**70**

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MGU-BBA (HONOURS)

Syllabus