

# **MBA (DAY) CBCS SYLLABUS**

**FACULTY OF MANAGEMENT  
DEPARTMENT OF BUSINESS MANAGEMENT  
OSMANIA UNIVERSITY  
HYDERABAD -500007**



**University with potential for Excellence  
(Accredited by NAAC A+ Grade)  
Category Graded Autonomy by UGC**

## **MBA (DAY) COURSE STRUCTURE AND SYLLABUS AS PER CBCS & AICTE GUIDELINES**

**REVISED RULES AND REGULATIONS OF  
M.B.A. PROGRAMME - 2021-22**

## **RULES AND REGULATIONS OF M.B.A. PROGRAMME-2021**

The Master of Business Administration (M.B.A.) is a Post-Graduate course offered as:

I. Two-year i.e., four semester Full Time Day programme

### **1. Eligibility Conditions**

#### **M.B.A. (Day)**

Candidate seeking admission into Full Time M.B.A. (Day) programme must be:

1. Bachelor degree holder of Osmania University or a degree recognized by the university as equivalent thereto and /(or) as per the rules laid down by the University;
2. The candidate seeking admission must qualify in the Entrance Examination, conducted by the appropriate authority in the year of admission as per the norms prescribed by the University.
3. The admission of Non-resident Indians and candidates admitted in lieu of them will be as per the University Rules in force on the date of the admission.
4. Foreign candidates' admission is based on the Screening Process of the University currently in vogue.

### **2. Instruction Schedule:**

Instruction will be provided as per the workload indicated in the structure, Rules and regulations of M.B.A. Program for all Theory, Practical and Project Work course requirements. The almanac will be as follows for all semesters.

Duration of instruction : 14 – 16 Weeks / as per the University Norms

Preparation Holidays : 7-10 Days

### **3. Rules of Attendance:**

Students must attend 75% of the total classes conducted for all the courses put together in a semester. Relaxation of 10% of attendance might be given to a student on medical grounds on the basis of a valid medical certificate and payment of condonation fee prescribed by the university.

### **4. Promotion Rules**

A student will be promoted subject to the following rules:

#### **a. I Semester to II Semester:**

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption) and should be registered for the University exam for the I semester.

#### **b. II Semester to III Semester**

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption) and should have passed at least 50% of Theory courses of I & II Semesters put together. (Viva Voce and Lab courses not considered for this purpose).

  
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**c. III Semester to IV Semester:**

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption) and having registered for the University Examination.

**5. Cancellation of Admission:**

The admission of a candidate admitted to the MBA Course stands cancelled if:

He / She does not put in at least 40% of attendance in Semester-I.

Or

He / She puts in at least 40% of attendance in Semester – I, but failed to register for 1<sup>st</sup> Semester Examinations

Or

He /She fails to fulfill all the requirements for the award of the degree as specified, within 4 academic years from the time of admission in case of full time 2 year MBA program.

**6. Project Work:**

The students should undertake the Project internship during the summer vacation (For 6 weeks of duration) intervening between II & III Semesters of MBA Day Programme. Project Report Work should be carried out in the Final Year of MBA Programme i.e., III & IV Semesters for Day Programme.

The students are required to do project work in any area of Management under the active guidance of Internal Faculty Member assigned to the student.

The Project work usually consists of selecting a Topic / Problem / Theme in any area of management, gather relevant data, analyze and interpret the same in a systematic and scientific manner.

The Project Work should be undertaken under the supervision of the Faculty Member assigned for the purpose. The Project Report should be submitted to the University 30 days (one month) before commencement of Final Semester Examinations.

**7. Award of Grades For Seminars, Project Report and Viva Voce Examinations :**

**Seminars:** Students are expected to give a presentation on a relevant topic of any subject of II semester. Seminars are evaluated by internal faculty of the college concerned for 100 marks.

Seminars, Project Report and Viva Voce examination will be evaluated for 100 marks and the same will be converted into equivalent grades as per the University norms.

  
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## **8. Instructional Work Load For Theory, Practical Courses and 'Mentoring & Project Work':**

Each of the Theory Courses of the MBA Programme shall have instructional workload of 5 periods of 60 Minutes duration per week in addition to mentoring and project work as specified in the course curriculum. The Instructional workload for each of the Practical and Lab Courses shall be 2 Periods of 60 Minutes duration per week.

## **9. Evaluation System:**

1. All courses of MBA Program will carry a Maximum of 100 Marks each.
2. Duration of the university examination for all the courses is three hours each.
3. All the courses will have 80% marks for university semester end examination and 20% marks for internal examination (CIE).
4. The Guidelines, Rules and Regulations framed by the University in this regard will be applicable to the MBA (Day) Programme.

## **10. Conduct of Examinations:**

Examination will be conducted based on the existing rules of examination Branch that are applicable to other PG Courses

## **11. Award of Degree And Division:**

Candidates will be awarded MBA Degree on successful completion of all Theory Courses, Practical Courses, Viva Voce and Project Report. The Division / Class will be awarded as per the University norms.

## **12. Readmission for Pursuing Additional Elective Courses:**

A student can be given readmission for pursuing additional electives after completion of MBA programme subject to payment of requisite fee prescribed by the college / Department. Such candidates have to satisfy all the rules including attendance rule in vogue on par with regular students.

- a. The additional elective must be pursued in the same college in which the student studied and completed the MBA Programme.
- b. The admission must be done within four weeks of the commencement of the III Semester.

## **13. Total number of credits to be completed to be eligible for the award of MBA degree:**

Total number of credits at the end of fourth semester (MBA-Day) =  $37 + 37 + 32 + 29 = 135$

## **14. Awarding Cumulative Grade Point Average (CGPA): as per University norms**

## **15. General Clause:**

It may be noted that beside the above specified rules and regulations all the other rules and regulations in force and applicable to semester system in Post-Graduate courses in Osmania University will be applicable as amended from time to time by the University. The students shall abide by all such Rules and Regulations.

  
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**MBA (Day) Course Structure and Syllabus as Per CBCS Guidelines with  
Effect from the academic year 2021-22**

**MBA Year-I Semester –I**

<b>Course Code</b>	<b>Course Title</b>	<b>Nature</b>	<b>Credits</b>	<b>HPW (Theory+Tutorials) (4+1)</b>	<b>Max Marks (CIE+SEE) (20+80=100)</b>
MB101	Management & Organizational Behaviour	Core	5	5	20+80
MB102	Accounting for Management	Core	5	5	20+80
MB103	Marketing Management	Core	5	5	20+80
MB104	Statistics for Management	Core	5	5	20+80
MB105	Economics for Managers	Core	5	5	20+80
MB106	IT Applications for Management	Core	5	5	20+80
MB107	<b><u>Open Elective-I</u></b> a. Financial Markets and Services b. Managerial Communication	Open Elective - I	5	5	20+80
MB108 *	Computer Practical's	Practical	2	2	25
<b>Total credits at the end of I<sup>st</sup> Semester</b>			<b>37</b>	<b>37</b>	<b>725</b>

- **HPW – Hours Per Week**
- **CIE – Continuous Internal Exam**
- **SEE – Semester End Exam**

\* Seminar should be evaluated for 100marks and it will be converted to Grade


  
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## MBA Year-I Semester –II

Course Code	Course Title	Nature	Credits	HPW (Theory+Tutorials) (4+1)	Max Marks (CIE+SEE) (20+80=100)
MB201	Human Resources Management	Core	5	5	20+80
MB202	Financial Management	Core	5	5	20+80
MB203	Operations Research	Core	5	5	20+80
MB204	Entrepreneurship and Development	Core	5	5	20+80
MB205	Business Research Methods	Core	5	5	20+80
MB206	Business Law and Ethics	Core	5	5	20+80
MB207	<b><u>Open Elective-II</u></b> a. Innovation Management b. Customer Relationship Management	Open Elective- II	5	5	20+80
MB208	Seminar Presentation *	-----	2	2	Grade
<b>Semester Credits</b>			<b>37</b>	<b>37</b>	<b>700</b>
<b>Total credits at the end of II<sup>nd</sup> Semester</b>			<b>74</b>	<b>74</b>	<b>1425</b>

- **HPW – Hours Per Week**
- **CIE – Continuous Internal Exam**
- **SEE – Semester End Exam**

\* **Seminar should be evaluated for 100marks and it will be converted to Grade**

  
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### MBA Year-II – Semester-III

Course Code	Course Title	Nature	Credits	HPW (Theory+Tutorials) (4+1)	Max Marks (CIE+SEE) (20+80=100)
MB301	Operations Management	Core	5	5	20+80
MB302	E- Business	Core	5	5	20+80
MB303	Total Quality Management	Core	5	5	20+80
MB304	Global Business Strategies	Core	5	5	20+80
MB305	<b><u>Discipline Specific Elective:</u></b>	DSE	10	10	
	<b><u>Finance:</u></b>				
MB 305-F-I	Investment Management		(5)	(5)	20+80
MB 305-F-II	International Finance		(5)	(5)	20+80
	<b><u>Marketing:</u></b>				
MB 305-M-I	Marketing Engineering		(5)	(5)	20+80
MB 305-M-II	Advertisement and Retail Management		(5)	(5)	20+80
	<b><u>Human Resources:</u></b>				
MB 305-HR-I	Industrial Relations and Labour Laws		(5)	(5)	20+80
MB 305-HR-II	Organizational Development		(5)	(5)	20+80
	<b><u>Systems:</u></b>				
MB 305-S-I	Data Base Management Systems		(5)	(5)	20+20+60 (SEE=60) (CIE=20) (CLE=20)
MB 305-S-II	Business Analytics		(5)	(5)	20+80
MB306 *	<b><u>Tutorials</u></b> Project work Synopsis		2	2	Grade
<b>Semester Credits</b>			<b>32</b>	<b>32</b>	<b>600</b>
<b>Total credits at the end of III<sup>rd</sup> Semester</b>			<b>106</b>	<b>106</b>	<b>2025</b>

- CIE – Continuous Internal Exam
- SEE – Semester End Exam
- CLE – Computer Lab Exam

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### **MBA Year-II – Semester-IV**

Course Code	Course Title	Nature	Credits	HPW (Theory+Tutorials) (4+1)	Max Marks (CIE+SEE) (20+80=100)
MB401	Business Policy & Strategy	Core	5	5	20+80
MB402	Business Intelligence	Core	5	5	20+80
MB403	Supply Chain Management	Core	5	5	20+80
MB404	<b><u>Discipline Specific Elective:</u></b>	DSE	10	10	
	<b><u>Finance:</u></b>				
MB 404-F-I	Financial Risk Management		(5)	(5)	20+80
MB 404-F-II	Banking and Insurance		(5)	(5)	20+80
	<b><u>Marketing</u></b>				
MB 404-M-I	Buyer Behaviour		(5)	(5)	20+80
MB 404-M-II	Services and Digital Marketing		(5)	(5)	20+80
	<b><u>Human Resources</u></b>				
MB 404-HR-I	Leadership and Change Management		(5)	(5)	20+80
MB 404-HR-II	Performance Management		(5)	(5)	20+80
	<b><u>SYSTEMS</u></b>				
MB 404-S-I	Data Visualization		(5)	(5)	20+20+60 (SEE=60) (CIE =20) (CLE=20)
MB 404-S-II	Data Mining For Business		(5)	(5)	20+80
MB405*	Project Work	-----	2	2	Grade
MB406*	Comprehensive Viva - Voce	-----	2	---	Grade
<b>Semester Credits</b>			<b>29</b>	<b>27</b>	<b>500</b>
<b>Total credits at the end of IV<sup>th</sup> Semester</b>			<b>135</b>	<b>133</b>	<b>2525</b>

- Evaluation will be done for 100 marks
- CIE – Continuous Internal Exam
- SEE – Semester End Exam
- CLE - Computer Lab Exam

\* Seminar should be evaluated for 100marks and it will be converted to Grade

  
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**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-I**  
**PAPER CODE – MB101**

**Course: MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR**

**Course Objective:**

This course is designed to introduce the concepts and theories of management and organizational behavior. The course aims at offering insights into human behavior at contemporary situations in organizational settings.

**Learning Outcomes:**

By the end of the course, the students would have a comprehensive understanding of managing the organizational functions in various organizational settings through gaining insights into individual, inter-personal and group situations.

**Unit-I: Management Philosophy and Approaches:**

Management Principles, Process, Functions and Typology, 3D Model of Managerial Approach, Management thought-Classical, Human Relations, Systems and Contingency Approaches, Hawthorne's Experiments, Contributions of Henry Fayol, F. W. Taylor and Peter Drucker.

**Unit-II: Organizational Design, Structure and Decision Making:**

Basic and advanced Models of Organizational Designs, Main Approaches to Organization Structure - Decision making under Bounded Rationality, Certainty, Uncertainty, Risk, Conflict. Open and Closed Decision making models, QWL. Quality Circle. Emerging Organizational Architectures.

**Unit-III: Organizational Behavior:**


Personality Traits, Big 5 personality traits, MBTI, the Process of Perception and Attribution, Kelly's personal construct Theory, Cognitive Dissonance, Classical, Operant and Reinforcement Conditioning, Transactional Analysis, Johari Window, Attitudinal Genesis in Mentoring, Motivation - Content and Process Theories.

**Unit -IV: Group Dynamics and Leadership:**

Group Dynamics & Team Building, Kurt Lewin contribution, Conflict Resolution models,. Worklife balance. Trait and Behavioral Approaches to Leadership, Managerial Grid, Path - Goal Theory, Vroom's Decision Tree Approach to Leadership, Hersey and Blanchard Model.

**Unit-V: Emerging aspects of OB:**

Organization culture and Organization climate. Stress Management and Counseling, Management of change and Organization development. Communication Process. Organizational Citizenship Behaviour. Organizational Behaviour Modification. Behavioural Entropy in Learning Organization, Behavioural Metrics in Effective Organization.

  
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**Suggested Readings:**

1. Harold Koontz and Heinz Weihrich, 2020, Essentials of Management, TMH.
2. Prasad LM, Principles and Practice of Management, Sultan Chand & Sons, New Delhi.
3. Stephen P. Robbins, "Organizational Behaviour", 12<sup>th</sup> Edition, Prentice Hall.
4. Fred Luthans, "Organizational Behaviour", 12<sup>th</sup> Edition, McGraw Hill International Edition.
5. Uday Pareek 2010, Understanding Organisational Behaviour, Oxford University Press

**Suggested Books:**

1. P.C. Tripathi, P.N. Reddy, Principles of Management, Tata McGraw-Hill Publishing Company Limited, New Delhi.
2. Robbins & Judge, 2015, Organisational Behaviour, Prentice Hall of India.
3. Lauriel J Mullins, 2010, Management and Organisational Behaviour, Pearson
4. Aswathappa K, "Organizational Behaviour (Text, Cases and Games)", Himalaya Publication.
5. B.R. Virmani, 2010, Managing People in Organizations, Response Books



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# **MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**

## **SEMESTER-I**

### **PAPER CODE – MB102**

#### **Course: ACCOUNTING FOR MANAGEMENT**

##### **Course Objectives:**

To gain knowledge of the process, principles and conventions of accounting

1. To develop the skill of preparation of final accounts
2. To understand the methods of analysis of financial statements
3. To gain knowledge of breakeven analysis and its use to management

##### **Course Outcomes:**

At the end of semester, the student will be able to understand and present the following:

1. Journal, Ledger, Trial Balance and Final Accounts
2. Analyze performance of companies using Ratio Analysis
3. Analyze Cash Flow position of companies
4. Make calculation relating to Cost Volume Profit Analysis

##### **Unit - I:**

Meaning, Definition and Scope of Financial Accounting; Accounting concepts and conventions, their implications on accounting system –Double Entry Accounting System – Accounting Process – Types of Accounts – Primary and Secondary Record – Preparation of Journal, Ledger Posting Balancing and Preparation of Trial Balance (Including Numerical Problems) - Accounting Equation – Static and Dynamic view - Accounting standards – their rationale and growing importance in global accounting environment, International Financial Reporting Standards (IFRS).

##### **Unit – II:**

Distinction between capital and revenue expenditure; Depreciation concept and methods. Preparation and presentation of financial statements – Trading, Profit and loss account, Balance Sheet with adjustments for closing stock, outstanding expenses, accrued income, prepaid expenses, advance income, depreciation, loss/profit on sale, bad debts and provision for bad debts (Including Numerical Problems); provisions of the Indian Companies Act regarding preparation and presentation of financial statements; external auditor's report, the report of the Board of Directors, and voluntary disclosures

##### **Unit – III:**

Financial Statement analysis – Ratio analysis – Rationale and utility of ratio analysis – classification of ratios -calculation and interpretation of ratios-liquidity ratios, activity/turn over ratios, Profitability ratios, leverage and structural ratios (Including Numerical Problems)- Advantages and disadvantages; common size statement analysis.

  
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**Unit – IV:**

Cash Flow Statement – Advantages and Utility of Cash flow statement – Preparation of Cash flow statement (Including Numerical problems) - Tax planning – Tax Avoidance – Tax evasion; Cost concepts – Classification of Costs- – preparation of cost sheet (no numericals)

**Unit – V:**

CVP analysis – Break-even Point, concept of contribution and P/V Ratio, Margin of Safety (Including Numerical problems) - Managerial uses of Break-even concept – product mix, make or buy decision, capacity utilization, plant shut down decision, Standard Costing – Variance Analysis – Material Variances – Labour Variances (Simple Problems Related to Material and Labour Variances Only)

**Suggested Readings:**

1. Shukla & Grewal (19<sup>th</sup> edition), Advanced Accounts, Vikas Publishers
2. Shashi K. Gupta & R.K Sharma, Management Accounting Principals
3. Ramchandran, Ramkumar Kakani, Financial Accounting for Management, 2009, 2<sup>nd</sup> ed, Tata Mc Graw Hill Publishing, Pvt,Ltd.
4. Shah Paresh, Basic Financial Accounting for Business Managers, 5<sup>th</sup> Oxford University, Press
5. Bhattacharyya Asish K, Financial Accounting for Business Managers, 2<sup>nd</sup> edition, PHI
6. Ambarish Gupta, Financial Accounting for Management, 2009 An Analytical Perspective, 3<sup>rd</sup> Ed. Pearson education
7. Earl K. Stice and James .D. Stice, Financial Accounting – Reporting and Analysis, 2009, 7<sup>th</sup> Ed. South Western, Cengage Learning.



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# **MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**

## **SEMESTER-I**

### **PAPER CODE – MB103**

#### **Course: MARKETING MANAGEMENT**

#### **Course Objectives:**

To impart the basic tools of marketing and selling

1. To analyze factors affecting business environment
2. To assess buyer perceptions
3. To analyze market and competition structure
4. To know value of culture in marketing of goods and services
5. To make the students imbibe the global changes in the area of marketing

#### **Course Outcomes:**

1. Students can equip with marketing and selling tools.
2. Students can learn about the competition levels in the market.
3. Buyer behavior and perceptions are key of any business; that can be thoroughly learnt.
4. Various market position skills can be obtained for competitive advantage.
5. Group Dynamics and Channel Dynamics involved in marketing can be assessed.
6. Better control of key resources and optimum utilization of resources can be attained.

#### **Unit – I: Origin of Marketing:**

Origin of Marketing, Barter systems, Markets, Marketing Management, Tasks, Company orientations towards market place, Marketing Mix – expanded, Marketing Mix, Marketing Program and Marketing Strategy, Managing marketing effort, Designing Global marketing, Marketing Environment – Company's Micro and Macro Environment – Interface with other functional areas.

#### **Unit – II: Market Segmentation:**

Segmentation process, Levels and Bases for Segmentation, Segmenting Consumer Markets, Business Markets, International Markets, Market Targeting – Evaluation of Market Segments, Selecting Market Segments, VALS Segmentation System – Differentiation Strategies, Product Positioning, Positioning Strategies, Building customer Value, Demand Measurement and Sales Forecasting Methods, Estimating Current and Future Demand, Competitive Strategies.

#### **Unit – III: Designing Marketing Programme:**

Decisions involved in Product, Branding, Packaging, Product Line and Product Mix Decisions, New Product Development, Product Life Cycle, Pricing, Strategies, Distribution Channels, Channel Management Decisions, Network Marketing, Promotion Mix – Advertising, Social Media and Advertising, Sales Promotion, Public Relations, Personal Selling, Online Marketing.

  
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### **Unit – IV: Consumer & Industrial Markets:**

Classification of Products, Consumer Behavior, Seven Os Structure, Factors affecting Consumer Behavior, Model of Buyer Behavior, Adoption Process, AIDA Model, Industrial Markets – Characteristics, Industrial Buyer Behavior, Services Markets – Characteristics and Strategies, Emergence of Online Services. Use of I C T in Service Marketing.

### **Unit – V: Marketing Control & Consumerism:**

Types of Marketing Organization Structures and Factors affecting Global marketing Organization, Changing practices of Marketing, Marketing Control, Annual Plan Control, Efficiency Control, Profitability Control and Strategic, Marketing Audit, Consumerism, Consumer rights and Consumer forums.

### **Suggested Readings:**

1. Philip Kotler, “Marketing Management”, 2020, Pearson Education Prentice Hall of India.
2. Philip Kotler, Kevin Lane Keller, “Marketing Management” 6<sup>th</sup> Edition, Pearson Education.
3. William J. Stanton, “Fundamentals of Marketing” 6<sup>th</sup> Edition, McGraw Hill Publications.
4. Tapan K Panda, “Marketing Management”, 2010, 1<sup>st</sup> Ed. Excel Books.

### **Suggested Books:**

1. Ramaswamy V.S. Namakumari S, “Marketing Management”, The Global perspective Indian Context Macmillan India Ltd.
2. Rajan Saxena, “Marketing Management”, Tata McGraw Hill.
3. Ashwatappa, “Principles of Marketing” Himalaya Publishing House, New Delhi
4. Paul Baines, Chris fill, Kelly Page, “Marketing Management”, 2009, 1<sup>st</sup> Ed. Oxford University Press.
5. Roger J. best, “Market-Based Management”, 2009, 1<sup>st</sup> Ed, PHI Learning Pvt. Ltd.
6. Kurtz & Boone, “Principles of Marketing”, 2010, 12<sup>th</sup> Ed. Cengage Publications.



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# MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

## SEMESTER-I

### PAPER CODE – MB104

#### Subject: STATISTICS FOR MANAGEMENT

#### Course Objectives:

1. To introduce basic statistics to management students like measures of central-tendency, measures of dispersion, skewness and kurtosis and concepts of probability.
2. To provide an understanding of probability distributions.
3. Understanding sampling and sampling distributions and hypothesis testing framework with small samples and large samples.
4. Introduce concepts related to Correlation, Regression and their relationship, applications of time series data.

#### Course Outcomes:

1. Basic Statistics helps in descriptive analytics.
2. Knowledge of Probability and distributions are play an important role across the various areas of management like finance, Marketing, HRM, supply chains etc.
3. Hypothesis testing is useful in estimation for analysis and decision making.
4. Correlation, regression techniques are an integral part of planning and controlling.

#### Unit – I:


- i.) Introduction to Statistics – Overview, origin and development and Managerial Applications of statistics, Measures of Central Tendency, Dispersion, Skewness and Kurtosis.
- ii.) Introduction to probability – Concepts and Definitions of Probability – Classical, Relative, frequency, subjective and axiomatic. Addition and Multiplication theorems, Statistical independence, Marginal, Conditional and Joint Probabilities.
- iii.) Bayes' theorem and its applications.

#### Unit – II:

- i.) Probability Distribution-Random Variable (RV), Expectation and Variance of a RV. Probability distribution, function, properties, Continuous and Discrete Probability distribution functions.
- ii.) Discrete Probability distributions: Binomial Distribution, Properties and applications; Poisson distribution, properties and applications.
- iii.) Continuous Probability Distributions – Normal Distribution, Standard Normal Distribution properties, applications and importance of Normal Distribution.

#### Unit – III:

- i.) Sampling Theory- The basics of sampling-Sampling procedures-Random and Non-Random methods- Sample size determination-Sampling distribution, Standard Error, Central Limit Theorem.
- ii.) Hypothesis Testing-Statistical Estimation, Point and Interval Estimation, Properties of a Good Estimator, confidential interval.
- iii.) Large Sample tests-Test for one and two proportions, Test for one and two means, Test for two S.D's.

  
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### **Unit - IV:**

- i.) Small Sample Tests- t- Distribution –properties and applications, testing for one and two means, paired t-test.
- ii.) Analysis of Variance-One Way and Two ANOVA (with and without Interaction).
- iii.) Chi-square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes.

### **Unit - V:**

- i.) Correlation Analysis-Scatter diagram, Positive and negative correlation, limits for coefficient of correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of multiple and partial Correlation.
- ii.) Regression Analysis-Concept, least square fit of a linear regression, two lines of regression, properties of regression coefficients.
- iii.) Time Series Analysis-Components, Models of Time Series-Additive, Multiplicative and Mixed models; Trend analysis-Free hand curve, Semi averages, moving averages, Least Square methods.

### **Suggested Books:**

1. Levin R.I., Rubin S. David, "Statistics for Management" 2000, 7<sup>th</sup> Ed. Pearson.
2. Gupta S.C, "Fundamentals of Statistics", 2010, 6<sup>th</sup> Ed. HPH.
3. Keller, G, "Statistics for Management", 2009, 1<sup>st</sup> Ed, Cengage Learning.
4. Amir D. Aczel and Jayavel Sounderpandian, "Complete Business Statistics", TMH,
5. John C Lee, "Business and Financial Statistics Using MS-Excel", First edition, 2009, Cambridge.
6. J.K Sharma, "Business Statistics", 2010, 2<sup>nd</sup> Ed. Pearson.
7. Arora PN & others, "Complete Statistical methods", 2010, 3<sup>rd</sup> Ed. S. Chand.
8. Beri, GC, "Business Statistics", 2010 3<sup>rd</sup> Ed. TMH.
9. Black Ken, "Business Statistics for Contemporary Decision Making", 2006, 4<sup>th</sup> Ed. Wiley.
10. Levine, David M and other, "Statistics for managers using MS. Excel", 2009, 5<sup>th</sup> Ed. PHI.
11. Davis, G & Pecar, B, "Business Statistics using Excel", 2010, Oxford.
12. Kanji K. Gopal, 2006, "100 Statistical Tests", Sage Publications.
13. Haoda, R.P., Statistics for Business & Economics", 2010, 4<sup>th</sup> Ed. Macmillan.
14. Apte. D.P. "Statistical Tools for Managers- Using MS Excel", 2009, 1<sup>st</sup> Excel Books.



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# **MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**

## **SEMESTER-I**

### **PAPER CODE – MB105**

#### **Course: ECONOMICS FOR MANAGERS**

#### **Course Objectives:**

1. To make students familiarize with Economic behavior of a person
2. To let managers know the market behavior
3. To understand the environment of Business firms.
4. To know the demand conditions of various products
5. To know the contemporary economic policies

#### **Course Outcomes:**

1. Students can learn micro factors of Economic behavior of a consumer.
2. Would be Managers needs market dynamics and the same is imparted.
3. Students can assess opportunities and threats of business.
4. Students can better understand nature of the products and demand conditions.
5. It is also provided through this paper the decision making tools and investment avenues.

#### **Unit – I:**

Introduction to managerial functions, nature and scope of managerial economics, relation with other subjects, fundamentals concepts of Managerial Economics, Decision Making Process, Decision making under certainty, uncertainty and Risk, Role and Functions of Managerial Economist, Use of Econometric Models.

#### **Unit – II:**

Theory of Utility & Demand utility, Marginal Utility, Law of Marginal Utility, Demand concepts, determinants of demand, Law of Demand, Elasticity of demand, Types of Elasticity, Measurement of Elasticity (Numerics), Demand Estimation for Firm & Industry, Demand Forecasting Methods.

#### **Unit – III:**

Production & Cost structure, production function, Determinants of Production, Theories of Production, Benham Theory, Law of Two Variable proportions, Law of Returns to Scale – Cost Concepts, Types of Costs, Short-term and Long-term Cost Curves, Learning Curve, Iso-cost Curve – Equilibrium – BEP Analysis (Numeric).

#### **Unit – IV:**

Markets & Market Behavior, Classification of Markets, Virtual Markets, Perfect Competition Market, Imperfect Competition Markets, Monopolistic Competition Market, Monopoly, Oligopoly, Strategies of Oligopolists, Agriculture Markets & Overview of Market Laws, Overview of Agriculture Market Committees (AMCs), Price Determination under different market structures.



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**Unit – V:**

Macro Economics: National Income concepts and Measurement Income, Employment and Investment, Keynesian Theory & Employment and Investment, Inflation: Types of Inflation, Control Technique of Inflation. Fiscal policies – Budget – Current Budget.

**Suggested Books:**

1. Dominik Salvatore, “Managerial Economics”, 2016, 8th Ed. Oxford University Press.
2. H. Craig Petersen, W. Cris Lewis, Sudhir K. Jain, “Managerial Economics”, 4th Edition, Pearson Publication.
3. D.M. Mithani, “Managerial Economics” 2008, Himalayan Publishing House.
4. Joel Dean, “Managerial Economics”, Tata Mcgraw Hill.
5. R.L. Varshney, K.L. Maheshwari, “Managerial Economics”, Sultan Chand Publications.
6. P L Mehatha, “Managerial Economics”, 8th Ed S. Chand Publishing.



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# **MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**

## **SEMESTER-I**

### **PAPER CODE – MB106**

#### **Course: I.T APPLICATIONS FOR MANAGEMENT**

##### **Course Objectives:**

1. To acquaint the students' with the micro-level competency with regard to contemporary Information Technology Tools in organizations.
2. To provide real-time insights into the fundamentals of computers as business tools
3. To Create Awareness in upcoming managers, of different types of Information Technology, Management Systems so as to enable the use of IT resources efficiently
4. To study the role and Value addition of IT in business
5. To enable students to develop proficiency in using certain components of the package includes MS Excel, MS Access

##### **Course Outcomes:**

1. Students can work in IT field to make positive contribution to the organization.
2. Students can take professional responsibilities and make informed judgments in the organizations.
3. Students can get streamline work processes and improve communication within the organization.

##### **Unit – I: Information Systems and Management:**

Computers – Definition, Characteristics, Components of Computers, Hardware, Software; Application and System Software, Programming Languages and their Classification, Role of IT in Business, Opportunities and Challenges in IT, Importance of IT in Business

##### **Unit – II: Emerging Trends in IT:**

Categories of IS, Management Information System (MIS), Decision Support System (DSS) - Types and architecture of DSS, Data Warehouse and Data Mining, Artificial Intelligence, Intelligent Systems, Cloud Computing, Mobile Apps and Computing, Big Data, Robotics, Virtual Reality, Internet of Things (IoT), 5G,

##### **Unit – III: Communications and Networks:**

Definition, Introduction to Networks, Overview of Networks, Types of Networks, Network Topologies, Components of Networks, Computer Network Models, Applications of Communications: Definition, Internet - Overview of Internet, Architecture and Functioning of Internet, WWW, FTP, Telnet, Gopher, Browsers and Search Engines, Teleconference, Web Conferencing platforms.

##### **Unit – IV: Functional Areas of Information Systems:**

Management Levels and Functional Systems, Manufacturing, Production, Sales and Marketing Systems, Accounting, Finance and HR Systems, **Enterprise Systems and Applications:** Concepts of ERP, SCM, CRM, CPFR, Knowledge Management Systems, System Development Life Cycle (SDLC), Electronic Fund Transfer (EFT).



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## **Unit – V: Security and Ethical challenges in IT:**

Need for Security - Security Threats and Attacks, Malicious Software, Hacking, Security Services - Security Mechanisms - Cryptography, Digital signature, Firewall - Types of Firewalls - Identification & Authentication - Biometric Techniques - Security policies - Need for legislation, cyber laws, cyber security issues, salient features of IT Act.

### **Suggested Books:**

1. Lucas, Henry C. Jr. (2017), “.Information Technology for Management”, 7th Ed, McGraw Hill Education.
2. Efraim Turban, Linda Volonino, Gregory R. Wood, “Information Technology for Management - Advancing Sustainable, Profitable Business Growth”, 9<sup>th</sup> ed., Wiley
3. Anita Goel, “Computer Fundamentals”, Pearson Publishing
4. B. Muthukumaran, “Information Technology for Management”, 2010, Oxford
5. Westerman, George, et al. (2014),” Leading Digital: Turning Technology into Business Transformation”, Harvard Business Publishing.
6. Williams, B. K., & Sawyer, S. C. (2014), “Using information technology: A practical Introduction to Computers & Communications”, 11<sup>th</sup> ed., McGraw Hill Education.



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# **MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS SEMESTER-I**

## **PAPER CODE – MB 107- OPEN ELECTIVE –I Course: FINANCIAL MARKETS AND SERVICES**

### **Course Objectives:**

1. To learn about the financial markets.
2. To understand the various fund based services like leasing and hire purchase.
3. To learn about fee based services like Merchant Banking, Factoring etc.

### **Course Outcomes:**

1. To learn about the participants, products, players in primary and secondary markets
2. Identify the new financial innovations taking place in India.
3. To identify Merchant Bankers in India and know about their activities
4. To learn about the players in the leasing and hire purchase business in India.
5. To learn about the insurance companies and the products offered by them.
6. To trace the regulation in financial markets.

### **Unit – I: Financial Markets:**

Indian Securities Market – An Overview , Introduction, Market segments, Primary market, Secondary market, products and participants, Derivatives market, reforms, research, corporate and government securities market; , Money Market, Debt Market , Derivative Market, Government Securities Market

### **Financial Services:**

Concept and meaning. Classification – Traditional and Modern activities; Fund-based and non-fund based activities. Financial Engineering – Need for financial innovation; Model for new product development; new financial products and services. Current scenario and challenges to the financial services sector in India.

### **Unit – II: Merchant Banking:**

Concept and evolution of merchant banking (MB) in India. SEBI (MB) Regulations, 1992. Functions of MBs – underwriter, banker, broker, registrar, debenture trustee and portfolio manager. MBs' activities and SEBI guidelines related to issue management.

### **Unit – III: Leasing and Hire-Purchasing:**

(a) Leasing concept and classification. Financial rationale. Evolution of leasing industry in India. Product profile. Legal, tax and accounting aspects of leasing in India. Funding and regulatory aspects of leasing in India. Financial evaluation of leasing – break-even lease rental. Gross yield based pricing. IRR based pricing. Negotiating lease rental. Assessment of lease related risks. Lease vs. buy decisions.

(b) Hire-purchase concept and characteristics. Legal and tax framework. Mathematics of hire purchase. Financial evaluation of hire-purchase deals.

  
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## **Unit – IV: Insurance:**

Definition and basic characteristics of insurance. Requirements of an insurable risk. Types of insurance. Benefits and Costs of insurance to society. Fundamental legal principles of insurance. Functions of insurer. IRDA and recent trends in insurance sector in India.

## **UNIT – V: Other Financial Services:**

- a) Factoring and bill discounting concept, process and forms. Functions of a factor. Legal aspects of factoring and bill discounting. Financial evaluation of factorial services – cost of factoring – decision analysis for factor services. Factoring scenario in India.
- b) Credit rating concept and utility. Credit rating agencies in India and their performance. Financial dimensions of crediting rating methodology. Types of ratings and symbols.

## **Suggested Books:**

1. Meir Kohn, 2015, Financial Institutes and Markets, 2<sup>nd</sup> edition, Oxford University Press, South Asia Edition.
2. Khan.M.Y., 2006, Financial Services, 3rd edition, TMH, New Delhi-8.
3. Rejda.G.e., 2002, Principles of Risk Management and Insurance, 7th edition, Pearson Education.
4. Mishkin.F.S., and Eakins.S.G., 2006, Financial Markets and Institutions, 5th edition, Pearson Education.
5. Choudhry, Moorad, (2002), Capital Market Instruments, Prentice Hall.
6. ED Madhusoodanan, (2008), Indian Capital Markets, Quest Publications.
7. Gurusamy, (2009), Capital Markets, 2nd edition, Tata McGraw Hill.



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# **MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS SEMESTER-I**

**Paper Code – MB 107- Open Elective –I**  
**Course: MANAGERIAL COMMUNICATION**

## **Course Objectives:**

Upon the successful completion of this course the student will be able to

1. Learn the fundamentals of communication.
2. Apply business communication theory to solve workplace communication issues.
3. Demonstrate the communication skills required in the workplace
4. Understand complex ideas in written and spoken formats.
5. Express complex ideas accurately in written and spoken formats.

## **Course Outcomes:**

At the end of this course students will be able

1. To acquire the requisite knowledge about the fundamentals of communication skills.
2. To study how to write business letters, reports and other business correspondence.
3. To learn various aspects of oral communications viz presentation skills, group discussions and negotiation.
4. To acquire knowledge about various types of interviews.
5. To learn media management and social etiquette in order to handle day to day managerial responsibilities.

## **Unit – I:**

Fundamentals of Communication – Importance – Phases – Forms – Types - Barriers – Overcoming Barriers – Role of Language – Verbal and Non- Verbal Communication. Receptive Communication Skills – Listening – Importance – Types – Barriers – Improving Listening – Importance of feedback-Principles of feedback.

## **Unit – II:**

Expressive Communication - Written Communication – Business Letters – E-mail – Memo – Reports and Proposals – Objectives of Reports- Types of Reports-Structure of Reports- Individual and Committee Reports- Report Writing- Logical Sequencing- Executive Summary- Effective Business Correspondence.

## **Unit – III:**

Oral Communication – Presentation Skills – Principles Of Effective Presentations- Principles Governing Use Of Audio-Visual Media -Meetings – Group Discussions – Managerial Speeches –Non- Verbal Communication – Negotiation Skills-Approaches To Negotiations- Preparing For and Conducting Negotiations -Kinesics – Proxemics – Voice – Motivation – Leadership – Culture – Language Dynamics



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**Unit – IV:**

Employment Communication- Interviews –Selection or Placement Interviews –Appraisal Interview- Exit Interview- Discipline Interviews- Writing CV/Resume – Teleconferencing- Videoconferencing- Social Media Communication - Dos & Don'ts of Social Media Communication.

**Unit – V:**


Business and social etiquette- Media Management-Media Relations-Press Release – Press Conference- Media Interviews-Investor Relations-Framework for managing Investor Relations-Managing Government Relations- Cross Cultural Communication

**Suggested Readings:**

1. Penrose, Rasberry and Myers, “Business Communication for Managers”, Cengage Learning.
2. Kathleen Fearn-Banks, “Crisis Communications, A Casebook Approach”, Routledge.

**Suggested Books:**

1. Mary Munter, “Guide to Managerial Communication” 6th Ed Pearson Education.
2. Bovee and Thill: Business Communication Today, Mac Graw-Hill, Second Edition
3. Guffey M. E.: Business Communication Process & Product, Thompson, South -Western.
4. Level D. A.: Managerial Communications, Business Publications, Plano, Texas
5. Pradhan and Pradhan: Business Communication, Himalayan Publishing House
6. Seely J, Oxford Writing and Speaking, Oxford.
7. Lesikar, R.V. and M.E. Flatley, “Basic Business Communication”, 2008 11th Ed. New York, McGraw-Hill.
8. Disanza, “Business and Professional communication”, Pearson Education.
9. CSG Krishnamacharyalu and L.Ramakrishnan, “Business Communications”, 2009, Himalaya Publishing House.
10. Kelly Quintanilla and Shawn T Wahl, “Business and Professional communication”, Sage Publications.



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# **MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**

## **SEMESTER-I**

### **PAPER CODE – MB 108**

#### **Course: COMPUTER PRATICAL**

#### **MICROSOFT EXCEL:**

**Unit – I:** Microsoft Excel: Introduction to Excel, Introduction to data, Cell address, Cell reference; Excel Data Types; Introduction to formatting, number, text and date formatting; Concept of worksheet and workbook; Understanding formulas, Operators in Excel; Understanding Common Excel Functions such as sum, average, min, max, date, transpose, In, And, Or, Square Root, Power, Upper, Lower; Introduction to charts and different types of charts; Concept of print area, margins, header, footer and other page setup options.

**Unit – II:** Advance Excel: Creating Pivot tables, Macros - Relative & Absolute Macros.

#### **MICROSOFT ACCESS:**

**Unit – I:** Creating a database and tables by different methods - Data types - Inserting and Modification of Data - Sorting, Filtering and Displaying data; Creating and querying forms; Creating & Printing Reports and labels.

**Unit – II:** Macros – Functions of a DBMS, Transfer of data between Excel & Access; SQL Queries in Access.

#### **Suggested Books**

1. David Whigham, "Business Data Analysis Using Excel", Oxford University Press, Indian Edition.
2. Paul Cornell, "Accessing & Analyzing DATA with MS-EXCEL".
3. R & D, "IT Tools and Applications", Macmillan India Ltd.
4. Sanjay Saxena, "A First Course in Computers - Based on Windows Office XP", Second Edition - Vikas Publishing House.
5. P.Sudharsan & J.Jeyaalan, "Computers Systems & Applications", Jaico Student Edition - Jaico Publishing House.
6. D.P.Apte, "Statistical Tools for Managers- Using MS Excel", 2009, Excel Books



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# **MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS SEMESTER-II**

**PAPER CODE: MB201**

## **Course: HUMAN RESOURCE MANAGEMENT**

### **Course Objectives**

The Objective of the course is to develop an understanding on various issues, approaches and practices of Human Resource Management and ability to identify potential employees, evaluate competences, design workforces & build HR driven corporate strategies.

### **Course Outcomes:**

1. Transform Human beings into Human Resources
2. Build Global Level HR Managers
3. Create Agile Workforce
4. Innovate Winning Organizations

### **Unit - I: HRM Evolution.**

Functions of HRM. Typology, system & matrix of HR. HRM models. Aligning HR strategy with Corporate strategy, HRIS, e-HRM, HRMS, Strategic HR metrics & Interactive HR Dashboards.. Humane Values & Competency Framework for innovative HR. Measure of Human Assets Potential. Human Capability Management. Survival Capacity Building for Pandemics & Disruptive Technologies.

### **Unit - II: HR Planning & Design.**

Traditional, Functional & Strategic Job analysis, Position analysis questionnaire, Work Connectivity Index, Threshold traits analysis. Job Design & Redesign. Job evaluation: Competency Modelling, Cognitive task analysis. Performance Appraisal, HR Planning: Strategic Designing of Hybrid, Blended, Virtual & Gig workforces. Recruitment: Virtual Vs Real. Selection Process: Psychometrics in Aptitude & Psychological testing.

### **Unit - III: HR Training & Development**

Training needs analysis. Off-the-job training: Vestibule, Simulation, Case study, Design thinking, Behaviour Modelling, Business Games, Adventure and Action Learning. On-the-job training: Job instruction, Job rotation, Apprenticeship, Demonstration, Psychodrama & Role Play. HRD. HR Accounting: Lev and Schwartz, Flamholtz and Hermanson's Models. HR Audit: Philips RoI model. Career planning model. Employee Development & Transition. MDP.

### **Unit - IV: Effective HR Systems.**

Code of Conduct, Discipline & Ethics, Group dynamics, Learning Organization, QWL, Standing Orders, Strategic Rewards & Compensation Management, Employer Branding, Employee Value Proposition. Grievance redressal, Stress Management, Psychological Contract: Employee Engagement, Involvement & Loyalty. Peak Performance modelling for Human Capability, Human Copability & Human Competency.

  
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## **Unit - V: Emerging HR Trends.**

Workforce Diversity, Inclusivity & Equity. HR analytics, Empowering skills by Emotional Intelligence, Work life conflicts & integration. International HRM, Global HRM, Sustainable HRM, Strategic HRM & Agile HRM. HR Score card. Intelligent tutoring systems. Organizational Change, Design, Effectiveness & Development. Professional & Psychological Counseling for Pandemics, Jobloss, Mergers & Acquisitions.

### **Suggested Books:**

1. David Lepak, Mary Gower, Human Resource Management, 2018, Pearson.
2. Paul Banfield, Rebecca Kay, Human Resource Management, 2019 Oxford.
3. Decenzo, Human Resource Management, 2018, Wiley.
4. Wayne & Caseia, Ranjeet Nambudri, "Managing Human Resource, 2019, TMH.
5. Gomez Mejia et.al, Managing Human Resource, 2017, PHI.



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# **MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS SEMESTER-II**

**PAPER CODE – MB 202**

## **Course: FINANCIAL MANAGEMENT**

### **Course Objectives:**

1. To learn about the scope and goal of financial management.
2. To familiarize the student with the concepts of long term and short term investment decisions.
3. To understand the dividend decisions of firms.

### **Course Outcomes:**

1. Apply project appraisal methods to cash flows.
2. To understand the corporate practices of dividend payment.
3. To learn about corporate events like mergers
4. To learn about inventory management of manufacturing companies

### **Unit – I: The Finance function:**

Nature and Scope; Evolution of finance function – Its new role in the contemporary scenario –Goals of finance function – maximizing vs. satisfying; Profit vs. Wealth vs. Welfare; the Agency relationship and costs; Risk-Return trade off; Concept of Time Value of Money – Future Value and Present value.

### **Unit – II: The Investment Decision:**

Investment decision process- Project generation, project evaluation, project selection and project implementation. Developing Cash Flow; Data for New Projects; Using Evaluation Techniques –Traditional and DCF methods. The NPV vs. IRR Debate; Approaches for reconciliation. Capital budgeting decision under conditions of risk and uncertainty; Measurement of Risk – Risk adjusted Discount Rate, Certainty Equivalents and Beta Coefficient, Probability tree approach, Sensitivity analysis.

### **Unit – III: The Financing Decision:**

Sources of finance – a brief survey of financial instruments; Capital Structure Theories, Concept and financial effects of leverage; The capital structure decision in practice: EBIT – EPS analysis. Cost of Capital: The concept – Average vs. Marginal Cost of Capital; Measurement of Cost of Capital – Component Costs and Weighted Average Cost of Capital

### **Unit – IV: Current Assets Management and Dividend Decision:**

Concept of current assets, characteristics of working capital. Factors determining working capital. Estimating working capital requirements. Working capital policy. Management of current assets: Cash Management, Receivables Management and Inventory Management. Bank norms for working capital financing. The Dividend Decision: Major forms of dividends – Cash and Bonus shares. The theoretical backdrop – Dividends and valuation; Major theories centered on the works of Gordon, Walter, and Lintner. A brief discussion on dividend policies of Indian companies.

  
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## **Unit – V: Corporate Restructuring and Corporate Governance:**

Corporate Mergers, acquisitions and takeovers: Types of mergers, Economic rationale of Mergers, motives for mergers; financial evaluation of mergers; Approaches for valuation: DCF approach and Comparable Company approach (No practical exercises). Corporate Value based management systems. Approaches: Marakon approach and McKinsey approach; Principles of good corporate Governance.

### **Suggested Books:**

1. Jonathan Berk, Peter DeMarzo, Ashok Thampy, “Financial Management”, 2010, Pearson.
2. Brigham, E. F. and Ehrhardt. M. C., “Financial Management Theory and Practice”, 2006, 10thEd. Thomson South-Western.
3. Ross Westerfield Jaffe, “Corporate Finance”, 7th Ed, TMH Publishers
4. Vishwanath S. R., “Corporate Finance: Theory and Practice”, 2007, 2nd Ed. Response books, Sage Publications.
5. PrasannaChandra, “Financial Management Theory and Practice”, 7th Ed. Tata McGraw Hill,
6. I. M. Pandey, “Financial Management”, 2010, 10th Ed. Vikas Publishing House.
7. Sudershana Reddy, “Financial Management”, 2010, HPH.
8. Rajiv Srivastava and Anil Misra, “Financial Management”, 2009, 4th Ed. Oxford Higher Education.



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# MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS SEMESTER-II

**PAPER CODE – MB 203**

**Course: OPERATIONS RESEARCH**

**Course Objectives:** The objective of the course is to give an overview of different Optimization Techniques useful for problem solving and decision making.

1. To introduce OR techniques such as Linear Programming Problem.
2. To analyse special cases of LPP such as Transportation Problem, Assignment Problem.
3. To Study network Concepts and techniques like PERT and CPM.
4. To study quantitative competitive strategy models such as game theory, simulation and queuing theory.

## **Course Outcomes:**

1. Helps in formulating real life situations in organizations in Quantitative form.
2. Helps in formulating strategies for optimal use of various resources within the organizations..
3. Application of optimization tools for decision-making.

## **Unit – I: Introduction**

- i. Introduction to OR- Origin, Nature, definitions, Managerial applications and limitations of OR.
- ii. Linear and Non- Linear, Integer, Goal [Multi-Objective] and Dynamic Programming Problems (Emphasis is on Conceptual frame work-no numerical problems).
- iii. Linear Programming: Mathematical model, Formulation of LPP, assumptions underlying LPP, Solution by the Graph, Exceptional cases.

## **Unit – II: Allocation Model - I**

- i. LPP - Simplex Method- Solution to LPP problems Maximisation and Minimisation cases Optimality conditions. Degeneracy.
- ii. Dual - Formulation, Relationship between Primal - Dual, Solution of dual, Economic interpretation of dual.
- iii. Sensitivity analysis and its implications.

## **Unit – III: Allocation Model - II**

- i. Transportation Problem (TP) - Mathematical model, IBFS using northwest corner rule, Row and Column Minimum methods, Matrix minimum method(LCM) and Vogel's approximation method, Unbalanced TP, Degeneracy, Optimality Test and Managerial applications.
- ii. Assignment Problem (AP): Mathematical model, Unbalanced AP, Restricted AP, method of obtaining solution- Hungarian method.
- iii. Travelling salesman problem, Managerial applications of AP and TSP.

## **Unit – IV: Network Models**

- i. Network fundamentals- scheduling the activities -Fulkerson's Rule –CPM- earliest and latest times -determination of ES and EF in the Forward Pass - LS and LF in backward pass determination of Critical Path, Crashing, time cost trade off.
- ii. PERT-Beta Distribution, probabilistic models, Calculation of CP, resource analysis and allocation.

  
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## **Unit – V: Waiting Line / Competitive Strategy Models**

- i. Queuing Theory - Concepts of Queue/Waiting Line - General structure of a Queuing system- Operating characteristics of Queues, deterministic Queuing models - Probabilistic Queuing Model –Cost Analysis - Single Channel Queuing model - Poisson arrival and exponential service times with infinite population.
- ii. Game Theory- concepts, saddle point, Dominance, Zero-sum game, two, three and more Persons games, analytical method of solving two person zero sum games, graphical solutions for (m x 2) and (2 x n) games.
- iii. Simulation- Process of simulation, Applications of simulation to different management Problems.

### **Suggested Books:**

1. N.D. Vohra, “Quantitative Techniques in Management”, 2010, 4<sup>th</sup> Ed. TMH.
2. J.K. Sharma, “Operations Research Theory and Applications 2009, 4<sup>th</sup> Ed. Macmillan.
3. Kasana, HS & Kumar, KD, “Introductory Operations Research theory and applications”, 2008, Springer.
4. Chakravarty, P, “Quantitative Methods for Management and Economics”, 2009, 1<sup>st</sup> Ed. HPH.
5. Barry Render, Ralph M. Stair, Jr. and Michael E. Hanna, “Quantitative analysis for Management”, 2007, 9<sup>th</sup> Ed. Pearson.
6. Pannerselvam, R, “Operations Research”, 2006, 3<sup>rd</sup> Ed. PHI.
7. Selvaraj, R, “Management Science Decision Modeling Approach”, 2010, 1<sup>st</sup> Ed. Excel.
8. Ravindren, A, Don T. Phillips and James J. Solberg, 2000, “Operations Research Principles and Practice”, 2<sup>nd</sup> Ed. John Wiley and Sons.
9. Hillier, Frederick S. & Lieberman, “Introduction to Operations Research Concepts and Cases”, 2010, 8<sup>th</sup> Ed. TMH.
10. Prem Kumar Gupta & others, “Operations Research”, 2010, S. Chand.
11. K.K Chawla, Vijaygupta, Bhushan K. Sharma, Operations Research, Quantitative Analysis for Management, Kalyani Publications, 2020.



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# **MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS SEMESTER-II**

**PAPER CODE – MB 204**

## **Course: ENTREPRENEURSHIP AND DEVELOPMENT**

### **Course Objectives:**

1. To make the students learn the importance of Entrepreneurship
2. To motivate the students towards Entrepreneurship
3. To make them learn about entrepreneurial environment
4. To provide information about financial resources
5. To impart training to raise and establish enterprises

### **Course Outcomes:**

1. A student learns the cues and motives of Entrepreneurship
2. Students can learn more about types of Enterprises and growth
3. Knowledge of entrepreneurship prepares the entrepreneurial bent of mind
4. Problems and perspectives of the entrepreneurship can be understood
5. It is also possible to students understand and comprehend on venture capital funds

### **Unit – I: Entrepreneur and Entrepreneurship:**

Understanding Concept of Entrepreneurship – Evolution of Entrepreneurship – Characteristics of Entrepreneur – Types of Entrepreneurs – Growth of Entrepreneurship in India – Role of Government in promotion of Entrepreneurship – Recent Trends in Entrepreneurship Development – Role of Entrepreneurship in Economic development in India – Rural Entrepreneurship, Need and Importance of Rural Entrepreneurship – Problems and Perspectives of Rural Entrepreneurship.

### **Unit – II: Factors Affecting Entrepreneurial Growth:**

Economic Environment – Economic, Non- Economic and Psychological factors – Entrepreneurial Motivation – Entrepreneurial Competencies – Role of Higher learning Institutes in Entrepreneurial capacity building – Importance of workshops – Entrepreneurship Development Programmes( EDP's) – Need, Objectives, course content and instruction – Evaluation of EDPs – Phase wise development of EDP Curriculum.

### **Unit – III: Small, Micro, Medium Scale Enterprises:**

Definition of Small Industry – Characteristics of Small Scale Industry – Latest amendments in Small scale Industry Act – Objectives – Scope of Small & Micro Industries – Opportunities for entrepreneurial growth in MSMEs – Role of MSMEs in Economic development – MSMEs problems – Opportunities – Future growth – Project Identification – Project Formulation – Project Appraisal – Financing and Ownership Structures.

### **Unit – IV: Institutional Finance for Entrepreneurs:**

Commercial Banks – Role of Commercial Banks in Building Entrepreneurship – Other Financial Institutions Such As IFCI, ICICI, IDBI, SFCs, SIDBI and EXIM bank – Non Banking Financial Institutions – LIC- Role of Training Institutions in Entrepreneurship growth - NSIC, SIDC, SIBC, SFC, SISI, DICs and TCOs. Government Schemes to Develop and encourage entrepreneurship

  
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## **Unit – V: Venture Capital Financing:**

Concept of Venture Capital Financing – Features, Need and Relevance of Venture Capital – Establishment of Venture Capital Funds – Structure and Regulatory framework for Venture Capital Funds – Growth of Venture Capital in India – Evaluation of Venture Capital Financing – Conventional Valuation – First Chicago Method – Revenue Multiplier Method – Venture Capital Firms in India – Structure & Methodology of Venture Capital Fund – Performance measurement – Role of TDICI in Building Venture Capital Fund – Exit Strategies of Venture Capitalists – Imperative of VCF development in India.

### **Suggested Books**

1. Dr. Vasanth Desai, 2012, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, Hyd.
2. S. S Khanka, Entrepreneurial Development, S. Chand Publishing House, New Delhi.
3. Dr. Vasanth Desai, 2010, Small Scale Industry and Entrepreneurship, Himalaya Publishing House, Hyd.
4. A. Sahay and A. Nirjar 2010, Entrepreneurship, Excel Books .
5. Poornima M Charinthmath, 2010, Entrepreneurial Development and Small Business Enterprises, Pearson Education Publisher.
6. David H Hott, 2008, Entrepreneurship and New Venture Creation, PHI New Delhi.

### **Suggested Readings**

1. S. R Bowmick & M. Bhowmik, 2010, Entrepreneurship, New Age International Books.
2. Morse E.A Mitchel, 2006, Cases in Entrepreneurship, Sage Publishers.
3. Raj Aggarwal, 2008, Business Environment, Excel Books New Delhi.
4. Donald G Kurato and Richard M Hodgetts, 2008, Entrepreneurship, Thompson Publications.



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# **MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**

## **Semester-II**

### **Paper Code – MB 205**

#### **Course: BUSINESS RESEARCH METHODS**

#### **Course Objectives:**

1. Enable students to learn the importance of Research
2. To involve students in activities related to Research
3. To train them on Data collection and data processing methods
4. To impart Report writing skills to Management graduates
5. To help learners gain overall insights into the finer aspects of research Methodology

#### **Course Outcomes:**

1. To gain understanding of various kinds of research design
2. To enable learners to be able to formulate the research problem
3. To acquire basic knowledge on qualitative and quantitative research
4. To have knowledge on descriptive and inferential data tools
5. To be able to write and develop independent and critical analysis for report writing

#### **Unit – I: INTRODUCTION TO RESEARCH**

Business Research: Definition, Significance, Nature & Importance – Criteria of Business Research – Marketing Information System, paradigm shift in Research – Research Design Types of Research Designs – Descriptive, Exploratory, Diagnostic, and Causal Research – Types of research, Theoretical and Empirical Research – Cross-sectional and Time-series Research — Research Objectives – Research Hypotheses – Characteristics - Research from an Evolutionary Perspective – the Role of Literature Review in Research

#### **Unit – II: RESEARCH PROCESS & DATA COLLECTION**

Research Process – Data Sources- Primary Data – Secondary Data - Data Collection Methods – Types of Data Collection - Questionnaire Design – Questionnaire Layout – Question Content - Wording – Target Population Identification – Sampling Process – Sampling Design – Sampling techniques – Sampling Procedure – Sampling Types – Pilot Study – Pre-Test.

#### **Unit – III: SCALING AND MEASUREMENT**

Measurement and Scaling Techniques – Different types of Scales – Nominal, Ordinal, Interval and Ratio Scales – Purpose and Benefits of Scaling – Construction of Instrument Attitudinal Scales – Number of Dimensions in Scaling - Construction and Application - Data Analysis - Editing – Tabulation – Cross Tabulation – Data Content Validity, Construct Validity and Reliability

  
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## **Unit – IV: DATA ANALYSIS AND STATISTICAL TECHNIQUES**

Test of Hypothesis – Type-I, Type - II Errors - Small Samples and Large Samples – Parametric and Non-Parametric Tests – Chi Square Test – Mc Nemar Test – ANOVA – One Way and Two Way Analysis - Bivariate and Multivariate Statistical Techniques – Factor Analysis – Discriminant Analysis – Cluster Analysis – Correlation and Multiple Regression Analysis – Multidimensional Scaling.

## **Unit – V: REPORT DESIGN, WRITING, AND ETHICS IN BUSINESS RESEARCH**

Report Preparation - Different Types of Reports – Contents of Report – Need for Executive Summary – Chapterization – Contents of Chapter – Report Writing – The Role of Audience – Readability – Comprehension – Tone – Final Proof – Report Format – Title of the Report – Ethics in Research – Ethical Behavior of Research – Plagiarism – Essentials of Referencing - Subjectivity and Objectivity in Research.

### **Suggested Books:**

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research Methods, Tata Mc Graw Hill, New Delhi.
2. Alan Bryman and Emma Bell, Business Research Methods, Oxford University Press, New Delhi.
3. Uma Sekaran and Roger Bougie, Research Methods for Business, Wiley India, New Delhi.
4. William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, Cengage Learning, New Delhi.

### **Suggested Books:**

1. Bordens, K. S. and Abbott, B. B. (2011). Research Design and Methods - A Process Approach, New York, McGraw-Hill.
2. Creswell, J. W. (2007). Qualitative Inquiry & Research Design: Choosing Among Five Approaches, California, Sage Publications, Inc.
3. Creswell, J. W.(2003). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches (2nd Ed.). London: SAGE Publications Limited.
4. Charmaz, K. (2006). Constructing Grounded Theory: A Practical Guide through Qualitative Analysis, London, SAGE Publications Ltd.
5. Curwin, J. and Slater, R. (1991). Quantitative Methods for Business Decisions, Tokyo, Japan, Chapman & Hall.
6. Denzin & Lincoln (2011). The SAGE Handbook of Qualitative Research. Thousand Oaks: SAGE Publications Ltd.
7. Dey, I. (2005). Qualitative Data Analysis: A user-friendly guide for social scientists, New York, Routledge.
8. Goulding, C. (2002). Grounded Theory: A Practical Guide for Management, Business, and Market Researchers, California, SAGE Publications Ltd.
9. Gray, D. E. (2009). Doing Research in the Real World, London, SAGE Publication Ltd.
10. Kumar, R. (2011). Research Methodology - A Step-by-Step for beginners, California, SAGE Publications Ltd. 4th Edition.

  
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# **MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**

## **Semester-II**

**Paper Code – MB 206**

### **Course: BUSINESS LAW AND ETHICS**

#### **Course Objectives:**

1. This course is designed to introduce the legal aspects of business from the national and transnational perspective.
2. The course also intends to offer insights into the ethical considerations in Business entities and their responsibility towards society.

#### **Course Outcomes:**

By the end of the course, the students would have a comprehensive understanding of the legal and ethical considerations in business organizations through gaining knowledge of provincial and international outlook.

#### **Unit - I: Law of Contracts:**

Definition of Contract and Agreement – Classification of Contracts, Essential elements of a valid Contract – Offer - Acceptance - Consideration - Capacity to Contract - Free consent- Legality of Object - Performance of Contract – Remedies for breach of Contract.

#### **Unit - II: Law relating to Special Contracts:**

Salient features of Contract of Agency, Bailment and Pledge, Indemnity and Guarantee. Sale of Goods Act – Distinction between Sale and agreement to sell - Conditions and Warranties. Negotiable Instruments Act - Definitions, Essential elements and distinctions between Promissory Note, Bill of Exchange, and Cheques - Types of crossing.

#### **Unit - III: Companies Act, 2013:**

Definition of company – Characteristics - Classification of Companies- Formation of Company -Memorandum and Articles of Association – Prospectus - Share holders and their meetings - Board meetings -Law relating to meetings and proceedings- Management of a Company - Qualifications, Appointment, Powers and legal position of Directors - Board - M.D and Chairman - Their powers.

#### **Unit - IV: Consumer Protection and other Essential Laws:**

Introduction to consumer protection law in India - Consumer councils - Redressal machinery -Rights of consumers - Consumer awareness. Law of Industrial and Intellectual Property; Cyber Law; Competition Law; Land and Real Estate laws; Law of Insurance.



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## **Unit - V: International Business Law and Business Ethics:**

Law of Export - Import Regulation; International and Comparative Commercial Arbitration.

Ethical and Value based Considerations in Business, Need and Justification of ethics, efficiency and integrity in business operations –Corporate Social Responsibility.

### **Essential Books:**

1. M.C. Kuchchal, Vivek Kuchchal, “Mercantile Law”, 2013, 8<sup>th</sup> Ed, Vikas Publishing House Pvt. Ltd.
2. Akhileshwar Pathak, “Legal Aspects of Business”, 2007, 3rd Ed. Tata McGraw Hill.
3. K.R. Bulchandani, “Business Law for Management”, 2009, HPH.
4. C. Rama Gopal, “Export Import Procedures – Documentation and Logistics”, 2006, New Age International (P) Limited.
5. Sony Pellissery, Benjamin Davy, Harvey M. Jacobs, “Land Policies in India: Promises, Practices and Challenges”, 2017, Springer Nature.
6. S.R. Myneni, “International Trade Law: International Business Law”, 2014, Allahabad Law Agency
7. Margaret L. Moses, “The Principles and Practice of International Commercial Arbitration”, 2008, Cambridge University Press.

### **Suggested Books:**

1. N.D. Kapoor, “Elements of Mercantile Law”, 2007, Sultan Chand & Co.
2. PPS Gogna, “A Text Book of Company Law”, 2006, S. Chand
3. Marianne moody Jennings, “The Legal, Ethical and Global Environment of Business”, 2009, South western Cengage learning, New Delhi.
4. S.S Gulshan, Business laws, 2010, Excel Books.



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# **MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**

## **SEMESTER-II**

**Paper Code – MB 207 - Open Elective –II**

**Course: INNOVATION MANAGEMENT**

### **Course Objectives:**

1. Provides an overview of concepts relating to R & D and Innovation Management.
2. Provides an understanding of concepts like R & D Investment, Evaluation of R & D.
3. Brings out the differences between innovation and Invention.
4. Provides an understanding of Innovation management in an organization.

### **Course Outcomes:**

1. Helps in formulating R&D policy and strategy for an organization.
2. Helps in making budget allocations for R & D projects in organization.
3. Helps in managing Innovation in Organization.

### **Unit - I: Introduction to Management of Research and Development**

Introduction about R&D, Traditional view of R&D, R&D Management and the industrial context, R&D investment and company success, Classifying R&D, Operations that make up R&D, Integration of R&D, Strategic pressures on R&D, Technology Leverage and R&D strategies

### **Unit - II: Managing R & D Projects**

Allocation of Funds to R&D projects, Setting R & D budgets, levels of Expenditure. Changing nature of R&D management, organizing industrial R &D, Acquisition of external technology, Forms of External R&D.

### **Unit - III: Effective Research & Development Management**

Managing scientific freedom, Link with product innovation process, effect of R&D investment on products, Evaluating R&D progress, evaluation criteria.

### **Unit - IV: Innovation Management**

Importance of Innovation, Innovation & Invention, Successful & Un-Successful innovations, Types of innovations, Innovation a Management process.

### **Unit - V: Managing Innovation within Organizations**

Organizations and Innovation, Organizational Characteristics that Facilitate Innovation, Organizational Structures and innovation, Role of Individual in Innovation, IT Systems and their Impact on Innovation.

  
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## **Suggested Books**

1. Paul Trott, Innovation Management and New Product Development, Pearson, 4<sup>th</sup> Edition.
2. Shlome Mittal, D.V.R. Seshadri, Innovation Management: Strategies, Concepts and tools for growth and profit, Sage Publications.
3. V.K. Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson Education, Paper Back.
4. William L.Miller& Langdon Morris, Fourth Generation R&D, Managing Knowledge, Technology and Innovation, Wiley India Edition.
5. V.K Narayana, Gina Colarelli, Encyclopedia of Technology and innovation Management, John Wiley & Sons Publication.



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# **MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS SEMESTER-II**

**Paper Code – MB 207 - Open Elective –II**

**Course: CUSTOMER RELATIONSHIP MANAGEMENT**

## **Course Objectives:**

1. This course is focused on the holistic understanding of customer relationship management. It is important that such a course gives students a real world understanding of CRM.
2. To acquaint the students' understand and describe a customer relationship management application.
3. To provide real-time insights into the successfully implemented CRM in various organizations and it also helps to ensure a successful implementation
4. To Create Awareness in implementation of CRM by understanding the end users and importance of implementing such a system in an organization to retain their customers for long run success.
5. To study how CRM allowed for decision making, evolved relationships to a higher level of understanding and more meaningful interactions with their target market users.

## **Course Outcomes:**

1. Students can work in CRM tools to make positive contribution to the organization.
2. Students can take professional responsibilities and make informed judgments in the organizations towards their target market.
3. Students can get streamline work processes and improve CRM within the organization.

## **Unit-I: Introduction to CRM and Building Healthy Customer Relationships:**


CRM, Evolution of CRM, Relationship Marketing, Relationship Process, Customer Defections, Impact of Customer Defections, Types of Defectors, CRM Framework- Satisfaction, Trust, Switching, Commitment and Loyalty, Types of CRM, Benefits of CRM, Emerging trends in CRM: Mobile CRM, Social CRM

## **Unit-II: Economics of CRM:**

Evolution of Marketing Practices- Product Centric, Segment Centric, Customer Centricity, Customer Profitability, Customer Equity, Introduction to Customer Lifetime Value (CLV), CLV in services, Activity based costing for customer profitability analysis, Loyalty Strategy, Customer satisfaction tools. Customer Value Management.

## **Unit-III: CRM Applications:**

Applications of CRM in different industries, Characteristics of Services, Service Quality Dimensions, Cost of losing a customer, Service Recovery, Service Guarantee, CRM practices in Financial Markets, Hospitality, Healthcare, and Airlines, CRM Strategies in Retailing and FMCG industries, Customer Experience Management (CEM).

  
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#### **Unit-IV: CRM in Business Markets:**

Market Structure and Demand, Nature of Buying Unit, Types of Decision and Decision Process, Participants in the Buying Process, Campaign Management, Functionalities of a Campaign Management Solution, Sales Force Automation, Customer Service and Support (CSS), Capabilities of a CSS Solution,

#### **Unit-V: CRM implementation:**

CRM implementation process, issues and challenges in CRM implementation, precautions related to CRM implementation. CRM Implementation Roadmap, Performance Measurement, Customer Centric Organizational Structure, Role of IT and automation in effective implantation of CRM practices.

#### **Suggested Books:**

1. Githa Heggde and G., Shainesh (Eds.) (2018), 'Social Media Marketing: Emerging Concepts and Applications', Palgrave Macmillan.
2. G. Shainesh and Jagdish N. Sheth (2006), Customer Relationship Management - A Strategic Perspective, (Trinity Press, Laxmi Publications).
3. Jagdish N. Sheth, Atul Parvatiyar and G. Shainesh (Eds.), Customer Relationship Management - Emerging Concepts, Tools and Applications, (21st Reprint 2017), McGraw Hill Education.
4. Francis Buttle, "CRM: Concepts and Technologies", Elsevier, 2015, a diviosn of Redd ElsevierIndia Pvt Ltd.
5. Alok Kumar Rai, 2008, "Customer Relationship Management: Concepts and Cases, PHI
6. Mukesh Chaturvedi, Abhinav Chaturvedi, 2008, , 2<sup>nd</sup> Ed --"Customer Relationship Management: An Indian Perspective", Excel Books.



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# MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS SEMESTER-II

**Paper Code: MB 208**

## **Course: Seminar Presentation**

### **Course Objectives:**

1. To develop student skills of interaction in exploring in exploring the facts
2. To develop skills integrative skills of Discussion in arriving at a conclusion
3. To develop skills of critical evaluation of given topic/situation
4. To develop skills of exploring knowledge base and frame the text

### **Course Outcomes:**

(A student can be assessed based on the following outcomes)

1. **Presentation skills** : Student is expected to present with clear aims and out comes
2. **Argumentative and critical thinking Critical thinking**: It is closely related to how student is able to relate critical thinking, thought process and reasoning.
3. **Inter Disciplinary Approach** : Relating knowledge more than one branch
4. **Presentation of the text**: The sequence of text presentation in order to provide logical clarity.

### **Methodology of Seminar presentation:**

11. This is an individual presentation using PPT
12. Student is expected to take a "Contemporary topic"
13. Methodology includes : (a) Introduction (b) Scope (c) objective of the presentation  
(d) analytical presentation of the topic (e) Limitations.

Note: (1) Number PPT slides generally around 20

(2) These presentations should be given by the students before commencement of the II- semester examinations.



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# MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS SEMESTER-III

Paper Code – MB 301

Course: OPERATIONS MANAGEMENT

## Course Objectives:

The objective of this course is to provide the student with adequate knowledge regarding the basic manufacturing facilities & how service activities have attained significance and need managerial skills to address the problems. Further a thorough understanding of quality in materials management, manufacturing and services is emphasized.

## Course Outcomes:

1. Understand Importance /Planning organizing and controlling aspects of Operations Management.
2. Re-enforce the concepts of production Management
3. Help students understand different operational issues under manufacture and services.

## Unit - I: Introduction

Similarities and Differences between Products & Services. Basic Manufacturing Process: Casting, Machining , Welding , shearing Extrusion , heat treatment and unconventional machining. The transformation Process: Manufacturing, Service & Hybrid Agile Manufacturing. Operations Strategy.

Process design – Project, Job, Batch, Assembly and Continuous. Factors effecting Process design. Functions of Production, Planning & Control. Interface of Product Life Cycle & Process Life Cycle.

## Unit – II: Long – range capacity Planning:

Capacity Planning, Line Balancing, facility location and Facility layout. Service facility layout.

**Aggregate Planning:** Aggregate Demand, criteria for selecting Aggregate Plans , Aggregate Plans for Service & mathematical Models for Aggregate Planning.

**Master Production Scheduling:** Objective, Procedure and Time frame.

**Sequencing of Operations:** n-Jobs with one, two and three facilities.

**Maintenance Management:** Repair Programmes, Break down, Preventive and Corrective maintenance. Maintenance issues in service organizations.

## Unit - III: Work Study & Service Management:

(a) Work study: Definition and its advantages and the various components. Techniques of methods analysis and work measurement

(b) Service Management: Nature of services. Types of Service operations- Quasi manufacturing, customer as participant and customer as product

Scheduling challenges in various service Operations, Value creation through service.

Service quality, Culture and innovation

## Unit - IV: Materials Management:

Need and importance of Materials management. Materials Requirement Planning, Manufacturing Resource Planning. Purchase Management: Sources of Supply of Materials, selection, evaluation and rating of Vendors. Methods of vendor rating. Value Analysis : the concept and its role in cost reduction.



## **Unit - V: Stores Management:**

Inventory decision: Need, functions and Significance of Inventory, Safety Stock. Deterministic Models of Inventory: Purchase and Manufacturing Models without and with shortages. Probabilistic Models of Inventory: Fixed order quantity systems and fixed period quantity systems

Stores Management: Functions of Stores and Materials control. Classification, Codification, Simplification and Standardization of materials . Bin Card, Double-Bin and stores Ledger.

Selective Inventory Control: ABC, XYZ, VED, FNS and SDE Analysis.

### **Suggested Books:**

1. Norman Gaither & Greg Frazier, Operation Management 9th edition, Cengage Learning.
2. Stevenson J. William, "Operations Management", 2009, 9th Ed. Tata McGraw-Hill.
3. Amol Gore and Robert Panizzolo, Operation Management
4. R. Panneerselvam, Production and Operation Management 3rd edition, PHI
5. Danny Samson and Prakash J.Singh, "Operations Management-An integrated approach", 2009, 1st Ed. Cambridge press.
6. Ray Wild, "Operations Management, 2003, Thomson Learning.
7. Kanishka Bedi, "Production and Operations Management", 2007, 3rd Ed. Oxford University Press.
8. Everett. Adam, Jr. and Ronald J. Elbert, "Production and Operations Management Concepts, Models and Behaviour", 2003, Prentice Hall of India, 5th Ed.
9. S.N. Chary Production & Operation Management.
10. N.G. Nair, Production and Operation Management, 2nd edition, Tata-McGraw – Hill Publishing Company Ltd.

  
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# **MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS SEMESTER-III**

**Paper Code – MB 302  
Course: E-BUSINESS**

## **Course Objectives:**

1. To acquaint the students' with the micro-level competency with regard to contemporary E Business Tools in organizations.
2. To provide real-time insights into the fundamentals of online mode business as business tools
3. To Create Awareness in upcoming managers, of different types of online business Technology, Management Systems so as to enable the use of IT resources efficiently
4. To study the role and Value addition of IT in E Business
5. To enable students to develop proficiency in using certain business applications in the ear of E Business

## **Course Outcomes:**

1. Students can work in latest trends in business field to make positive contribution to the organization.
2. Students can take professional responsibilities and make informed judgments in the organizations for E Business.
3. Students can get streamline work processes and improve communication within the organization to meet their objectives by involving with E Business Models.

## **Unit – I: Introduction to e-business:**

Concept of e-business, Nature, scope, and impact of e-business; Difference between e-business and ecommerce, History and development of e-business, Advantages of e-business, Business models for e-products and e-services, Contribution of e-business to economic growth, market, competitiveness, and productivity.

## **Unit – II: Technologies in e-business**


Introduction to e-business technologies - hardware, e-business software applications, internet and World Wide Web, Database management system, e-business security, Online payment technology, IT/IS evaluation and e-business, Social consequences of e-business technologies.

## **Unit – III: Digital Marketing Concept:**

Effects of e-business technologies on marketing strategy, customer retention and e-CRM, Measuring the extent of digital marketing activity, Market analysis, Digital marketing tools, Viral marketing.

## **Unit – IV: E-Business and Operations management:**

Difference between purchase and procurement, Market solutions - sell-side, buy-side, and Marketplace, Integration of product catalogue, Procurement service providing. E-Contracting Concept of generic services - information, negotiation, archiving, enforcement, reconciliation, Structure of a contract, Digital signature, Legal affairs.

  
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### **Unit – V: Online Distribution:**

Components of a distribution system, characterization of online distribution, hybrid distribution networks, Model for electronic software distribution. E-Payment System Characteristics of payment system, Classification of payment systems - E-cash, E-check, overview of smart card; Applications of IPSec.

### **Suggested Books:**

1. e- Business & e – Commerce Management: Strategy, Implementation, Practice – Dave Chaffey, Pearson Education
2. e – Business: Organisational Technical Foundations – Michael Papazoglou, Pieter M. A. Ribberes, Wiley India (P) Ltd.
3. Introduction to E- Business: Management and Strategy – Colin Combe, Elsevier Ltd.
4. E- Business and E- Commerce: Managing the Digital Value Chain, Andreas Meier, Henrik Stormer, Springer.
5. Digital Business and E-Commerce Management: Strategy, Implementation and Practice – Dave Chaffey, Pearson Education.
6. Electronic Commerce: From Vision to Fulfillment – Elias M. Awad, Prentice Hall Inc.
7. Frontiers of Electronic Commerce – Ravi Kalakota, Andrew B. Whinston, Pearson Education.
8. e – Commerce: Strategy, Technologies & Applications – David Whiteley, McGraw Hill Education (India) Pvt. Ltd.
9. E- Commerce: An Indian Perspective, P. T. Joseph, PHI Learning Pvt. Ltd., Delhi.

  
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# MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

## Semester-III

Paper Code – MB 303

### Course: TOTAL QUALITY MANAGEMENT

#### Course objectives:

This course is aimed at;

1. This course is aimed at orienting the students towards the importance of quality as a management tool
2. Towards understanding the principles and practices of total quality management
3. Introducing the various tools and techniques used in the measurement of quality
4. Understanding the importance of six sigma as a quality tool
5. Sensitizing the participants to the importance of quality in services sector

#### Course outcomes:

After going through this course one should be able to;

1. Understand the basic terminologies and metrics that are used to govern quality management
2. Get a better perspective on quality standards like ISO
3. Be able to identify the various metrics that govern quality
4. Elucidate the role and importance of six sigma as a quality measurement tool
5. Identify the various means and techniques for establishing quality in services sector

#### Unit-I: TQM- History and Evolution:

Connotations of Quality, Quality Dimensions – Product and Service. The concept of TQM, Evolution of TQM – Inspection, SQC, QA and TQM. Conventional quality management versus TQM. Customer supplier focus in TQM. Benefits and Costs of TQM. Historical perspectives of TQM. Quality System Awards and Guidelines – ISO, Malcolm Baldrige National Quality Award (MBNQA), European Foundation for Quality Management (EFQM).

#### Unit – II: Tools of TQM:

Measurement Tools: Check Sheets, Histograms, Run Charts, Scatter Diagrams, Cause and Effect Diagrams, Pareto's Chart, Process Capability Measurement. Analytical Tools: Process Mapping, Regression Analysis, Resource Utilization and Customer Service Analysis, The Five Why's, Overall Equipment Effectiveness. Improvement Tools and techniques: Kaizen, JIT, Quality Circles, Forced field Analysis, Five S's. Control Tools: Gantt chart, Network Diagram, Radar Chart, The PDCA cycle, Milestone Tracker Diagram and Earned Value Management.

#### Unit – III: Techniques of TQM:

Quantitative techniques: Failure Mode Effect Analysis (FMEA), Statistical Process Control (SPC), Quality Function Deployment (QFD), Design of Experiments (DOE), Quality by Design and Monte Carlo Technique (MCT). Qualitative techniques: Benchmarking, The Balanced Scorecard, Sales and Operations Planning, Kanban and Activity Based Costing (ABC). Taguchi methods: Quality loss function, Orthogonal arrays, Signal-to-Noise ratio: Nominal- the- best, Target-the-best, Smaller the-best, Larger-the-best. Parameter design, Tolerance design.

#### **Unit – IV: Six Sigma:**

The concept of Six Sigma, Objectives of Six Sigma, The frame-work of Six Sigma programme, Six Sigma Organization: roles and responsibilities, Six Sigma problem solving approach: The DMAIC model, Six Sigma Metrics: Cost of poor quality, Defects per million opportunities and First pass yield. Benefits and costs of Six Sigma.

#### **Unit –V: TQM in the Service Sectors:**

Implementation of TQM in service organization: Framework for improving service quality, Model to measure service quality programs. TQM in Health-care services, Hotels and financial services –Banks, Investment Company and Mutual Funds.

#### **Suggested Books:**

1. John L. W. Beckford, "Quality: A Critical Introduction", 3rd Ed. Routledge – Taylor and Frances Group, NewYork and London.
2. Dale H. Besterfield, Carol Besterfield - Michna, Glen H Besterfield and Mary Besterfield-scare, "TotalQuality Management", 2006, 3rd Ed. PHI.
3. Ron Basu, "Implementing Quality: A Practical Guide to Tools and Techniques", 2016, THOMPSON.
4. R. P. Mohanty& R. R. Lakhe, "TQM in the Service Sector", Jaico Books.2016
5. KanishkaBedi, "Quality Management", Oxford University Press.
6. "The Six Sigma Instructor Guide", Green belt Training made easy, 2008, 2nd Ed. Macmillan
7. Kanji K. Gopal& Asher Mike, "100 methods for TQM", Response.

  
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**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS  
SEMESTER-III**

**PAPER CODE – MB 304**

**Course: GLOBAL BUSINESS STRATEGIES**

**Course Objectives:**

1. To impart global marketing skills to the learners
2. To make the student learn about global business environment
3. To expose the student towards various practical approaches of global business
4. To provide international market analysis to the learners

**Course Outcomes:**

1. The student develops higher level skills in global business
2. The student outlook changes towards global business environment
3. They are exposed to practical problems of global marketing
4. The student attains the knowledge about international industry and Markets

**Unit – I: Introduction to Global Business:**

Evolution of International business- Globalization of business, Internationalization process, International Business Approaches, International Trade Theories- Adam Smith theory, David Ricardo, International Product Life Cycle theory, Rostov's growth theory- Regional Business and Global Business. Electronic Global Business.

**Unit – II: Business & Regulation:**

Rationale for Government Intervention- Forms of Trade regulations at National Level- Tariff and Non- Tariff Barriers- Regional Economic Integrations- Levels of Economic Integration- Benefits and Costs of Integrations- Multinational Companies- Entry methods – Cost benefit Analysis- Impact on National Economies.

**Unit – III: Global Business and Multilateral Agreements:**

Basic Principles of Multi-lateral Trade Negotiations- GATT and Its Evolution- Dunkel's Draft-WTO Structure- Functions- Success Stories- TRIPS, TRIMS, - Other Regional Trade Blocks – NAFTA, EU, ASEAN, SAFTA and UNCTAD

**Unit – IV: Global Business Entry Strategies**

Global Market Entry Strategies – Exporting, Licensing, Franchising, Contract Manufacturing, Turnkey Projects, Joint Ventures, Mergers, Acquisitions- Strategic alliances, Types of Alliances, Corporate Analysis, Intelligent Alliances – Electronic global business approaches – E- Business models- Risks and Rewards – Cost Benefit analysis of Entry Strategies.

  
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## **Unit – V: Managing Global Business:**

Strategy and Global Business- Global Business Planning and Implementing Strategies- Designing Effective International Organizations- Cross Cultural Management- Culture and International Business- Intercultural Communications- Human Resource Management in global context- Human Resource Planning , Training and Development- Managing Expatriates- International Labour Relations.

### **Suggested Books:**

1. Richard M Hodgets & Fred Luthans 2008, "International Management" T M H, New Delhi.
2. John D Daniel & Lee H. Radebaugh 2008, "International Business" Pearson Education.
3. Alan M. Rugman, Richard M. Hodgetts, 2008 "International Business" Prentice Hall
4. P. Subbarao , 2016 "International Business" Himalaya Publishing House, Revised Edition 2017.
5. Chary S N, 2008, "Elements of International Business" John Wiley Publications.
6. Larraian Seigal, 1996, "International Business" Times Business random House, NewYork.
7. Manab Thakur, Gene E. Burton & B N Srivastava, 1997," International Management" Concepts and Cases, T M H.
8. John B. Cullen 2008, "Multinational Management" A Strategic Approach" Thomson Publication.

  
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**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-III - Discipline Specific Elective**  
**Paper Code – MB 305-F-1**  
**Course: INVESTMENT MANAGEMENT**

**Course Objectives:**

To explain the basic concepts of risk and return

- 1) To explain the various methods of investment analysis
- 2) To understand the features and valuation of debt and equity instruments
- 3) To explain the concept of portfolio and the various portfolio theories
- 4) To describe portfolio evaluation methods

**Course Outcomes:**

After studying this course the student will be able to

- 1) Differentiate various avenues of investment on the basis of risk and return
- 2) Gain basic knowledge of analyzing stocks
- 3) Make valuation of equity, debt and portfolio instruments
- 4) Gain an understanding of mutual funds, their performance evaluation and regulation.

**Unit – I: Investments:**

Concept; Real vs. Financial assets; Investment decision process; Sources of investment information; Investment vs. Speculation; Factors to be considered in investment decision- Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. The concept and measurement of return-realized and expected return. Ex-ante and ex-post returns. The concept of risk. Sources and types of risk. Measurement of risk-Range, Standard Deviation and Co-Efficient of Variation. Risk-return trade-off. Risk premium and risk aversion. Approaches to investment analysis-Fundamental Analysis; Technical Analysis; Efficient Market Hypothesis, Behavioral Finance and heuristic driven biases.

**Unit – II: Fixed Income Securities - Analysis, Valuation and Management:**

Features and types of debt instruments, Bond indenture, factors affecting bond yield. Bond yield measurement-Current yield, holding period return, YTM, AYTM and YTC. Bond valuation: Capitalization of income method, Bond-price theorems, Valuation of compulsorily / optionally convertible bonds, Valuation of deep discount bonds. Bond duration, Macaulay's duration and modified Macaulay's duration. bond convexity, Considerations in managing a bond portfolio, term structure of interest rates, risk structure of interest rates. Managing Bond Portfolio: Bond immunization, active and passive bond portfolio management strategies.

**Unit – III: Common Stocks - Analysis and Valuation:**

Basic Features of Common Stock, Approaches to valuation-Balance sheet model, dividend capitalization models; earnings capitalization models; Price-Earnings multiplier approach and capital asset pricing model, Free Cash flow model, relative valuation using comparable-P/E,P/BV, P/S; Security Market Indexes, their uses; computational procedure of Sensex and Nifty.

#### **Unit – IV: Portfolio Theory:**

Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of minimum risk portfolio, the single-index model. Capital market theory: Introduction of risk-free asset, Capital Market Line, Separation theorem. Capital asset pricing model (CAPM): Security Market Line. Identifying over-priced and under-priced securities. Arbitrage pricing theory (APT): The Law of one price, two factor arbitrage pricing, Equilibrium risk-return relations. A synthesis of CAPM and APT.

#### **Unit – V: Portfolio Evaluation:**

Performance measures-Sharpe's reward to variability index, Treynor's reward to volatility index, Jensen's differential index, Fama's decomposition of returns. Mutual funds: genesis, features, types and schemes. NAVs, costs, loads and return of mutual funds, Problems and prospects in India, Regulation of mutual funds and investor protection in India.

#### **Suggested Books:**

1. Alexander. G.J, Sharpe. W.F and Bailey. J.V, "Fundamentals of Investments", PHI, 3<sup>rd</sup> Ed.
2. Zvi Bodie, Alex Kane, Marcus.A.J, Pitabas Mohanty, "Investments", TMH, 8<sup>th</sup> Ed.
3. Prasanna Chandra, "Investment Analysis and Portfolio Management", TMH, 3<sup>rd</sup> Ed.
4. Charles.P.Jones, "Investments: Analysis and Management", John Wiley & Sons, Inc. 9<sup>th</sup> Ed.
5. Francis. J.C. & Taylor, R.W., "Theory and Problems of Investments". Schaum's Outline Series, McGraw Hill
6. Herbert. B. Mayo, "Investments: an Introduction", Thomson – South Western. 9<sup>th</sup> Ed.
7. Peter L. Bernstein and Aswath Damodaran, "Investment Management", Wiley Frontiers in Finance.
8. Stephen A. Ross, Randolph Westerfield, and Jeffrey Jaffe, "Corporate Finance", TMH.
9. S. Chand "Investment Management: Security Analysis & Portfolio Management".
10. S. Kevin, "Security Analysis and Portfolio Management", PHI.
11. Punithavathy Pandian, "Security Analysis and Portfolio Management", Vikas Publishing House
12. Donald E. Fisher and Ronald J. Jordan: "Securities Analysis and Portfolio Management", Prentice Hall.

  
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# MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

## SEMESTER-III - Discipline Specific Elective

Paper Code – MB 305-F-II

Course: INTERNATIONAL FINANCE

### Course Objectives:

1. To provide an analysis of the evolution of International Financial System
2. To learn about international banking
3. To study about the foreign exchange markets
4. To learn the financial management of MNCs.
5. To understand the international tax environment.

### Course Outcomes:

After studying this course, the student will be able to

1. Differentiate between fixed and floating rates
2. Make calculations relating to foreign exchange rates based on parity theories
3. Understand the financial instruments in international markets
4. Make decisions relating to capital budgeting decisions in an international environment

### Unit - I: International Financial System:

Evolution of international financial system—gold standard, Breton woods standard, floating exchange rate, EMS, currency board, sterilized and unsterilized intervention; international financial markets, Global financial institutions—IMF, Bank for International Settlements; international banking—euro bank, types of banking offices—correspondent bank, representative office, foreign branch, subsidiary bank, offshore bank; international financial instruments—euro CP, Eurobonds, foreign bonds, global bonds, euro equity, ADR, GDRs.

### Unit - II: Foreign Exchange Market:

Distinctive Features and Types, Major participants, Participants in foreign exchange market, structure of foreign exchange market in India, Exchange Rate mechanism - quotes in spot market and forward market, triangular arbitrage; nominal effective exchange rate (NEER), real effective exchange rate (REER); currency derivatives— forwards, futures, forward rate agreement, options, swaps; Foreign Exchange Management Act; BOP, BOP trends in India; current account convertibility, capital account convertibility, Tarapore Committee Report.

### Unit – III: Exchange Rate Determination & Risk Management:

Theories of exchange rate behaviour, Parity Conditions- Purchasing Power Parity, Interest Rate Parity, International Fisher Effect, Unbiased Forward Rate Theory. International debt crises and currency crises-Asian currency crisis, Greek debt crisis; Risk Management in Multinational Corporations - Types of risk-currency risk, transaction exposure, translation exposure, economic exposure and assessment; interest rate risk, country risk assessment—political risk, financial risk; risk management through hedging natural hedges, hedges with currency derivatives—forward market hedge, options market hedge, money market hedge, hedging exposure through swaps, other financial and non-financial methods of hedging.



#### **Unit-IV: Multinational Corporate Decisions in Global Markets:**

Nature of International Finance Functions and the Scope of International Financial Management, IFM and Domestic FM, Foreign investment decision-Foreign direct investment (FDI)-motives, FDI theories-theory of comparative advantage, OLI paradigm of FDI in India, modes of foreign investment, evaluation of overseas investment proposal using NPV and APV; international cash management, multinational capital structure decision, cost of capital, international portfolio diversification- rationale, barriers, home country bias

#### **Unit - V: International Tax Environment:**

Types of taxation-income tax, withholding tax, value added tax, Tobin tax; tax environment-worldwide approach, territorial approach, Foreign tax Credits; tax havens, Organization Structure for reducing tax liabilities- Branch and subsidiary income, Payments to and from foreign affiliates, Controlled foreign corporation; netting, offshore financial centers, reinvoicing center, Tax Havens; Objectives of Taxation - tax neutrality tax equity; Double taxation Avoidance, Tax implications of foreign enterprises in India; Taxation of foreign source income in India; Transfer pricing (TP) and tax planning – TP methods, TP rules in India

#### **Suggested Books:**

1. Eun C.S., Resnick B.G., "International Financial Management", 2010, Tata McGraw Hill Education Pvt. Ltd., 4th Ed. Special Indian Edition.
2. Levi M., "International Finance", 2009, 5th Ed. Routledge, Taylor & Francis Group.
3. Shailaja G, "International Finance", 2011, 2nd Ed. Orient Blackswan.
4. Hendrik Van den Berg, "International Finance and Open Economy Macro Economics" 2009, 1st Ed. Cambridge.
5. Sharan V., "International Financial Management", 2009, 6th Ed. PHI, EEE.
6. Madura J., "International Financial Management", 2010, 4th Ed. Cengage Learning.
7. Apte P.G., "International Finance", 2008, 2nd Ed. McGraw Hill.
8. "Risk Management, 2006 Indian Institute of Banking & Finance, Macmillan.
9. Madhu Vij, "International Financial Management", 2010, 3rd Ed. Excel Books. Jain, Peyrard and Yadav "International Financial Management," Trinity Press.
10. Kevin.S., Fundamentals of International Financial Management, Second edition, PHI

  
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**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-III - Discipline Specific Elective**  
**PAPER CODE – MB 305-M-I**  
**Course: MARKETING ENGINEERING**

**Course objectives:**

The objectives of this course are;

1. Acquainting the readers with modeling of market variables using a wide variety of models
2. Use of market segmentation and perceptual maps to provide an insight into marketing strategy analysis
3. Use of forecasting models to measure demand and market response modeling
4. To gain an insight into quantitative and qualitative response models and their role in strategic analysis
5. To help understand how modeling can be used in advertising decision making and pricing analysis

**Course Outcomes:**

After reading this course one should be able to;

1. Understand the relevance of modeling in marketing for logical judgment
2. Appreciate the business and economic lifetime value of marketing engineering
3. Be well versed with the various models, both qualitative and quantitative in marketing engineering
4. Understand the relevance of using modeling in marketing as a decision making tool
5. Learn the importance of marketing engineering as a strategic marketing analysis tool

**Unit – I:**


Marketing Engineering Approach, Key Concepts of Marketing Engineering (ME) Model, Verbal, Model, Box and Arrow Model, Response Model, Mathematical Model, Models Vs Judgements, Trial / Repeat Model, Marketing Decision Environment, Tools for Marketing Engineering, Business Value of Marketing Engineering, Customer Value, Value in Use Assessment, Economic Life Time Value, Approaches to Measure Customer Value.

**Unit – II:**

Segmentation, Targeting, Positioning-Traditional Segmentation, Targeting, Positioning through Brand Linkages, Perceptual Maps, Preference Maps, Limitations of Perceptual and Preference Map Forecasting Methods – Judgemental Method, Market and Product Analysis Method, Time Series Methods, Causal Methods, Product Life Cycle, New Product Forecasting Models – The Bass Model Bases Model, Selection of Forecasting Methods.

**Unit – III:**

Market Response Models: Concept of a Response Model, Response Models – Aggregate Response Model, Individual Response Models, Shared Expenditure Models, Qualitative Response Models.

  
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**Unit – IV:**

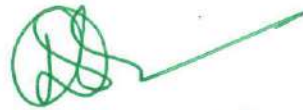
Strategic Market Analysis, Strategic Marketing, Decision Making, Advertising Budget Model, Rao & Miller Model, Ad budg model, the Full Model, Advisor Model, Media Decisions, Steps in Ad design Adcad systems, Syntex Approach.

**Unit – V:**

Geo-demographic analysis, Gravity Model, Pricing Models, Differential Pricing, Competitive Bidding Bases for Differential Pricing, Revenue Management Process, Promotional analysis. Promotional Effects, Promotional types and targets, Promotional Effects Model.

**Suggested Books:**

1. Gary L Lilien, Arvind Rangaswamy, Arnaud De Bruyn, "Principles of Marketing Engineering " 2005, P H I.
2. Gary L Lilien, Philip Kotler, Sridhara Moorthy, "Marketing Models " , 2005, P H I
3. Gary L Lilien, Arvind Rangaswamy "Marketing Engineering " , 2006 Trafford Publishing.
4. Paul W Farris, Neil T Bendle, Phillip E. Pfeifer, David J. Reibstein, "Marketing Metrics", 2010 Wharton School Publishing.



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**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-III - Discipline Specific Elective**  
**PAPER CODE – MB 305-M-II**  
**Course: ADVERTISING AND RETAIL MANAGEMENT**

**Course Objectives:**

The objectives of this course are;

1. To sensitize students on various dimensions of the promotion mix
2. To help gain an understanding of the role of advertising in marketing
3. To explore the various elements relating to an effective advertising strategy
4. To introduce the concept of organized retailing
5. To help understand the various functions & roles of retailing in India

**Course Outcomes:**

After reading this course you should be able to;

1. Understand the importance of advertising in the marketing mix
2. Establish the importance of creativity in an ad campaign
3. Determine the comparative importance of organized retailing sector vis-a- vis unorganized sector
4. Compare the functions and performance of organized retail sector to others
5. Determine the role of other functional areas of marketing as key drivers to the retail sector

**Unit-I:**

Advertising – Role in promotion mix, Objectives of advertising, Creativity in advertising, Ad-copy, Creative strategy & process – Implementation & evaluation, DAGMAR, Types of ad appeals, Ad budget – Establishment & allocation, Budgeting approaches

**Unit- II:**

Media planning, Deciding media objectives – Media strategy, Media mix, Ad reach Vs. Frequency, Evaluation of media, Internet and interactive media, Role of technology in media, Media planning, Role of Technology in media planning, Measuring ad effectiveness, Copy testing

**Unit – III:**

Introduction to organized retailing, Trends in retail, Types of retail format, Behaviour of organized retail markets, Objectives and function of retailing, retailing in India

**Unit- IV:**

Retailing in rural India, Geographic spread of Indian retail sector, Organized & unorganized, Types of retail formats, Retailing in services sector, International retailing, Cultural challenges in International retail, Role of MNC's

**Unit – V**

CRM in retail, Retail pricing strategies – Key drivers, Merchandising management, Store management, visual merchandising – Logistics management, Developing retail CRM programmes, Legal & ethical concerns in organized retail

### **Suggested Readings:**

1. Aaker, David A, Advertising Management 4<sup>th</sup> edition, PHI
2. Bajaj Tuli Srinivatsava , Retail Management, 3<sup>rd</sup> Edition, Oxford Publication

### **Suggested Books**

1. Belch, George E and Blech, Michael A, Advertising and promotion, Tata McGraw Hill,
2. Ogilvy David, Ogilvy on Advertising , Longeman, London
3. Chunawalla, S.A., Advertising , Sales and Promotion Management Himalaya Publishing House.
4. Mohan, Mahendra, Advertising Management, Tata McGraw Hill
5. Levy & Weitz, Retailing Management, Tata McGraw Hill
6. Bary Berman & Evans, Retail Management- A Strategic Approach, Pearson education
7. Akileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill
8. Nicholas Alexander, International Retailing, Blackwell Basin Publishers Ltd

  
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**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-III - Discipline Specific Elective**  
**PAPER CODE –305-HR-I**  
**Course: INDUSTRIAL RELATIONS AND LABOUR LAWS**

**Course Objective:**

To create awareness among Management students.

1. To impact industrial relations
2. To know ILO standards
3. To know managerial perspectives

**Course Outcomes:**

1. Comprehensive understanding of industrial relations problems, labour laws.
2. Framework for analysis of Problems.
3. To generate alternate decision making of such problems and would be able.

**Unit – I: Industrial Relations:**

**Industrial relations-** Meaning, Concept and objectives; Changing roles of actors - Workers, Management & Government in industrial relations; Approaches to Industrial Relations - System approach (Dunlop's), Social Action Approach, Input – output Approach; Conditions for good Industrial Relations, Economic Reforms and status of IR in India, Industrial Relations code 2020.

**Unit – II: Industrial Disputes and Resolution:**

**Management of Discipline** - The Industrial Employment (*Standing Orders*) Act, 1946; **Industrial Disputes** - Meaning, nature, causes, extent and methods of settling industrial disputes; Industrial Disputes Act, 1947; **Alternate Dispute Resolution Strategies** - Collective Bargaining, Negotiation, Conciliation/Mediation, Adjudication and Voluntary Arbitration; **Management of Industrial Cooperation** - Labour Management co-operation, worker's Participation in Management and Industrial Democracy.

**Unit–III: Trade Unionism: Historical & Legal Framework**

**Trade Unionism** - Objectives and Functions of Trade Unions; Trade Union Movement in India - History and growth of Trade Union in India – Trade Unions in Pre and Post - independence Period; Trade Unions Act, 1926; Challenges of Trade Unions in India, Changing industrial environment and Role Trade Union in Globalized economy

  
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## **Unit – IV: Labour Legislation in India:**

**Labour Legislation** - History and growth of labour legislation in India; International Labour Organization (ILO) – Activities of ILO, Impact of I.L.O. on Indian Labour standards; **Labour Welfare and Social Security** – Meaning, Concept and Principles of Labour Welfare, Approaches to Labour Welfare, Indian Constitution & Labour Welfare and National Commission on Labour recommendations on Labour Welfare; Meaning, Evolution, institutional growth and need of social security and concept of employer's Liability; Salient features of Welfare and security legislations for organized and unorganized workers in India, Code on Social Security, 2020; **Protective Labour Legislation in India** – Inter State Migrant Workmen (Regulation of Employment & conditions of Service) Act, 1979; Salient features of Occupational safety, Health and Working Conditions code, 2020; Contract Labour (Regulation & Abolition) Act, 1970, **Women and Labour law** - The Sexual Harassment of Women at Workplace (Prevention, Prohibition And Redressal) Act, 2013, Supreme Court verdict in Vishaka Versus State of Rajasthan case; **Labour Law reforms initiative in India** – **The Code on Wages, 2019; The Occupational Safety, Health and Working Conditions Code, The Code on Social Security, The Industrial Relations Code.**

## **Unit – V: Wage Legislations:**

Wage Theories - Subsistence theory, Marginal Productivity theory, Modern Theory of Wages, Collective bargaining theory, Exploitation theory - Their assumption & limitations; Wage, wage policy and wage regulation in India, Salient features of Minimum wages Act 1948, Payment of Wages act 1936, Equal Remuneration act 1976 and The payment of Bonus Act 1965.

## **Essential Readings**

1. New Labour and Industrial Laws, 2020, Taxmann Publications, New, Delhi.
2. Mishra, SN, Labour and Industrial Laws, 2018, Central Law Publications.
3. Ghosh, P and Nandan, S, 2015, Industrial relations and Labour Laws, Mc Graw Hill Publishers.
4. Goswami, V.G., 2015, Labour and Industrial Laws, Allahabad, Central Law Agency
5. Srivastava, SC, 2012, Industrial Relations and Labour Laws, Vikas Publications, New Delhi,
6. C.S Venkata Ratnam, "Industrial Relations", 2009, Oxford University Press, New Delhi.

## **Suggested Books**

1. Sukomal Sen, 1997, "Working Class in India, History of Emergence and Movement (1830-1990)", National Book Agency, Kolkata.
2. Srivastava, S.C, "Industrial Relations and Labour Laws", 5th Rev., Vikas Publication House, New Delhi, 2006
3. Singh B.D, 2008, "Industrial relations and labor laws", Excel books.
4. P.K.Padhi, 2009, "Labour and Industrial Laws", PHI Learning Pvt. Ltd.



**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-III - Discipline Specific Elective**  
**PAPER CODE – MB 305-HR-II**  
**Course: ORGANIZATIONAL DEVELOPMENT**

**Course Objectives:**

1. To lay Conceptual foundation in students to lead and manage planned change in organization
2. To help Organization Development process and Programmes.
3. To familiarize with various interventions and techniques of Organization Development

**Course Outcomes:**

1. The students would gain the conceptual clarity of OD and its process.
2. The students would be familiarized with the major OD interventions.

**Unit – I: General Introduction to OD:**

Overview of the field of OD-Definitions of OD-A short history of OD and its evolution-Growth and relevance of OD-Characteristics of OD-Values, assumptions, and beliefs in OD.

**Unit - II: Foundations of OD:**

Models and Theories of Planned Change-(a) Lewin's Change Model (b) Burke-Litwin Model (c) General Model of Planned Change-Systems theory-Participation and Empowerment-Teams and Team work-Parallel learning structures-A 'normative-reductive' strategy of changing-Applied behavioral Science-Action Research as a process and as an approach.

**Unit—III: Managing the OD Process:**

Diagnosis - The six-box Model-The action component-OD interventions and their nature-An overview of classification of OD interventions-Planning choosing, and implementing of an intervention strategy-Evaluating and institutionalizing OD interventions-The program management component-Conditions for optimal success of OD-Issues in Consultant-Client Relationship.

**Unit—IV: Human Process Interventions:**

Human Process approaches: T-Groups-Process-consultation-Third party intervention-Team interventions-Techniques and exercises used in Team interventions: Role Analysis Technique-Role Negotiation Technique-Responsibility Charting-Force Field Analysis-Broad Team Building interventions.

Organizational process approaches: Organization Confrontation-Inter-group Relations interventions-Grid OD

**Unit—V: Techno-Structural and Strategic Interventions:**

Techno-structural interventions: Structural Design-(i) Restructuring organization-Downsizing-Reengineering (ii) Employee involvement: Quality Circles-Total Quality Management (iii) Work Design: Engineering approach-System Approach.

Strategic Interventions: Organizational Transformation and its Characteristics-Culture Change – Self – designing organizations-Organizational Learning.

### **Suggested Books:**

1. Thomas G. Cummings, Christopher G Worley, "Organization Development and Change", 2007, Thomson, 8<sup>th</sup> Ed.
2. Wendell French, Cicil, H. Bell, Jr, Veena Vohra, "Organization Development", 2006, Pearson Education.
3. Wendell French, Cicil, H. Bell, Jr. (6e) "Organization Development", Prentice Hall of India.
4. Reider Dale, "Organization & Development — Strategies, Structures, and Process", 2006, Sage Publications, New Delhi.
5. Kavitha Singh, "Organization Change & Development", 2005, Excel Books.
6. R. Sullivan, Gary Mclean, Jossey Bass. Brown, "Practicing Organization Development", 2006, Pearson Education.
7. S. Ramanarayan, T.V. Rao, Kuldeep Singh, "Organization Development-Intervention and Strategies", 2006, Response Books.

  
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**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-III - Discipline Specific Elective**  
**PAPER CODE – MB 305-S-I**  
**Course: DATA BASE MANAGEMENT SYSTEMS**

**Course Objectives:**

1. The objective of the course is to present an introduction to database management systems, with an emphasis on how to organize, maintain and retrieve - efficiently, and effectively - information from a DBMS.
2. To explain basic database concepts, applications, data models, schemas and instances.
3. Describe the basics of SQL and construct queries using SQL.
4. Use the basics of SQL and construct queries using SQL in database creation and interaction.
5. Analyze and Select storage and recovery techniques of database system.

**Course Outcomes:**

1. Students can apply the basic concepts of Database Systems and Applications
2. Design a commercial relational database system (Oracle, MySQL) by writing SQL using the system.
3. Students can get to facilitate students in Database design and also to familiarize issues of concurrency control and transaction management in DBMS

**Unit-1: Database System Architecture and Data Models:**

Data Abstraction, Data Independence, Data Definition Language (DDL), Data Manipulation Language (DML), Entity-relationship model, network model, relational and object oriented data models, integrity constraints, data manipulation operations.

**Unit-2: Relational Query Languages and Relational Database Design:**

Relational algebra, Tuple and domain relational calculus, SQL3, DDL and DML constructs, Open source and Commercial DBMS - MYSQL, ORACLE, DB2, SQL server.

**Unit-3: Query Processing and Optimization and Storage Strategies:**

Evaluation of relational algebra expressions, Query equivalence, Join strategies, Query optimization algorithms, Indices, B-trees, hashing.

**Unit-4: Transaction Processing and Database Security:**

Concurrency control, ACID property, Serializability of scheduling, Locking and timestamp based schedulers, Multi-version and optimistic Concurrency Control schemes, Database recovery Authentication, Authorization and access control.

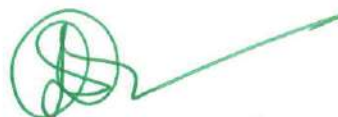
**Unit-5: SQL and PL/SQL Concepts:**

Basics of SQL, DDL,DML,DCL, structure – creation, alteration, defining constraints – Primary key, foreign key, unique, not null, check, IN operator, aggregate functions, Built-in functions –numeric, date, string functions, set operations, sub-queries, correlated sub-queries, join, Exist, Any, All, view and its types., transaction control commands

  
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### Suggested Books:

1. "Database System Concepts", 6th Edition by Abraham Silberschatz, Henry F. Korth, S. Sudarshan, McGraw-Hill.
2. "Fundamentals of Database Systems", 7th Edition by R. Elmasri and S. Navathe, Pearson
3. "An introduction to Database Systems", C J Date, Pearson.
4. "Modern Database Management", Hoffer, Ramesh, Topi, Pearson.
5. "Principles of Database and Knowledge – Base Systems", Vol 1 by J. D. Ullman, Computer Science Press.



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**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-III - Discipline Specific Elective**  
**PAPER CODE – MB 305-S-II**  
**Course: BUSINESS ANALYTICS**

**Course Objectives:**

1. The objective is to provide knowledge of data science
2. To provide basic statistical tools
3. State the importance of data in current business scenario
4. To develop contingent business models for better analysis

**Course Outcomes:**

1. Students can use data as tool for business analysis
2. The basic statistics provides a road map to learners
3. Micro metrics makes the students to identify data gaps
4. The business models may help in better decision making

**Unit – I: Introduction to Business Analytics:**

Definition of Business Analytics, Categories of Business Analytical methods and models, Business Analytics in practice, Big Data - Overview of using Data, Types of Data- Business decision modeling.

**Unit – II: Descriptive Analytics:**

Overview of Description Statistics (Central Tendency, Variability), Data Visualization - Definition, Visualization Techniques – Tables, Cross Tabulations, charts, Data Dashboards using Advanced Ms-Excel or SPSS.

**Unit – III: Predictive Analytics:**

Trend Lines, Regression Analysis – Linear & Multiple, Predictive modeling, forecasting Techniques, Data Mining - Definition, Approaches in Data Mining- Data Exploration & Reduction, Data mining and business intelligence, Data mining for business Classification, Association, Cause Effect Modeling.

**Unit – IV: Prescriptive Analytics:**

Overview of Linear Optimization, Non Linear Programming Integer Optimization, Cutting Plane algorithm and other methods, Decision Analysis – Risk and uncertainty methods - Text analytics Web analytics.

**Unit – V: Programming Using R:**

R Environment, R packages, Reading and Writing data in R, R functions, Control Statements, Frames and Subsets, Managing and Manipulating data in R.

**Suggested Books:**

1. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams - **Essentials of Business Analytics**, Cengage Learning.
2. James Evans, **Business Analytics**, Pearson, Second Edition, 2017.
3. Albright Winston, **Business Analytics - Data Analysis - Data Analysis and Decision Making**, Cengage Learning, Reprint 2016.
4. Sahil Raj, **Business Analytics**, Cengage Learning.

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**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-III - Discipline Specific Elective**  
**PAPER CODE – MB 305-S-I**

**Course: Data Base Management Systems - Practical Syllabus**

Note: Student is required to submit a document showing the database as per their questions

Experiment 1: Student should decide on a case study and formulate the problem statement.

Experiment 2: Conceptual Designing using ER Diagrams (Identifying entities, attributes, keys and relationships between entities, cardinalities, generalization, specialization etc.)

Experiment 3: Converting ER Model to Relational Model (Represent entities and relationships in Tabular form, Represent attributes as columns, identifying keys) tables created from ER Model.

Experiment 4: Normalization -To remove the redundancies and anomalies in the above relational tables, Normalize up to Third Normal Form

Experiment 5: Creation of Tables using SQL- Overview of using SQL tool, Data types in SQL, Creating Tables (along with Primary and Foreign keys), Altering Tables and Dropping Tables

Experiment 6: Practicing DML commands- Insert, Select, Update, Delete

Experiment 7: Practicing Queries using ANY, ALL, IN, EXISTS, NOT EXISTS, UNION, INTERSECT, CONSTRAINTS

Experiment 8: Practicing Sub queries (Nested, Correlated) and Joins (Inner, Outer and Equip).

Experiment 9: Practice Queries using COUNT, SUM, AVG, MAX, MIN, GROUP BY, HAVING, VIEWS Creation and Dropping.

Experiment 10: Practicing on Triggers - creation of trigger, Insertion using trigger, Deletion using trigger, Updating using trigger

Experiment 11: Procedures- Creation of Stored Procedures, Execution of Procedure, and Modification of Procedure.

Experiment 12: Cursors- Declaring Cursor, Opening Cursor, Fetching the data, closing the cursor

Experiment 13: Creating forms and working with different objects, Graphics and reports.

Experiment 14: To create a table, alter and drop table.

Experiment 15: To perform select, update, insert and delete operation in a table.

Experiment 16: To make use of different clauses viz where, group by, having, order by, union, intersection, set difference.

Experiment 17: To study different constraints. [SQL FUNCTION]

Experiment 18: To use oracle function viz aggregate, numeric, conversion, string function.

Experiment 19: To understand use and working with joins.

Experiment 20: To understand use and working of sub-queries.

  
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# MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

## SEMESTER-III

PAPER CODE – MB 306

### PROJECT WORK SYNOPSIS

**Course Objectives:** The objective of this course is a pre-preparation for the main project.

Student is expected to write 3-4 pages of the project synopsis and take approval of the supervisor allotted before proceeding to work on main project.

**Course Outcomes:** Student synopsis can be assessed in terms of his originality in thinking, pedagogical aspects, clarity in their proposal, sequence and so on.

Each student to prepare project synopsis as per given outline by supervisor assigned and proceed to work on next stages of main project report preparation.

**Contents of a synopsis:**

1. Title of the synopsis.
2. Statement of the problem
3. Introduction
4. Aims and objectives
5. Hypothesis (if any)
6. Research Methodology
  - a. Nature of the study
  - b. Scope of the study
  - c. Data Collection methods
  - d. Tools for analysis
  - e. Chapterisation (Name of the chapters)

  
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**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-IV**  
**PAPER CODE – MB 401**  
**Course: BUSINESS POLICY AND STRATEGY**

**Course Objectives:**

1. To impart key strategic business skills to the learners
2. To make the student learns about business environment
3. To expose the student towards various practical approaches of strategy formulation
4. To provide Industry analysis to the learners

**Course Outcomes:**

1. The students develops higher level skills in strategic business areas
2. The student outlook changes towards business environment
3. They are exposed to practical problems of strategy formulation
4. The students attains the knowledge about Industry and Market

**Unit – I: Introduction to Strategic Management**

Business Definitions: Business Objectives, Types of Businesses, Strategic planning, Planning process, decision making, Strategy definition, Establishing Corporate direction, Vision, Mission and Objectives- Strategic Intent- Strategic Management & Process, A Model of Strategy and Elements used in strategic positioning- Strategic choice and Strategic action.

**Unit – II: Environmental Appraisal**

Environmental scanning, Introduction, Demographic, Social and Cultural environment, technological environment, Economic Environment, Political Environment, Natural environment and Industry analysis, Portfolio Analysis, BCG, GE and Add Little Models for understanding Competitive position, S W O T Analysis, Porter's Competitive Advantage, Value chain Analysis- Core Competencies and Capability building Strategies.

**Unit – III: Strategy Formulation:**

Business Strategies: Business Level Strategy, Strategy formulation, Situation Analysis, Growth Strategies, Offensive strategies, Defensive strategies, Generic Strategies , Industry life Cycle Analysis, Emerging Industries, Maturing Industry, Fragmented Industry, Strategy for Leaders, Challengers, Followers and Niches- Managing Business Crisis.

**Unit – IV: Alternative Strategies:**


Strategy analysis and Choices, Strategy Alternatives, Corporate level international strategy, Creating Value through Intensive Growth strategies, Integration Strategies, Diversification Strategies, Mergers & Acquisitions- Strategic Alliances - Outsourcing Strategies, Types of Outsourcing, Benefits, Growth and Drivers of Outsourcing, Managing Strategic Change, Approaches to Organizational Structure, Matching Structure and Strategy with the Use of 7s Structure.

## **Unit – V: Strategy Implementation and Control:**

Strategy Implementation: Strategies Evaluation and Control, Social responsibilities of Business, Business Ethics, Corporate Governance, Good Corporate Citizenship, Understanding Environmental Change and Instilling Corporate Culture for Promoting S M A R T approach, Re-Designing Organizational Structures and Controls - Corporate Failures, Mechanism for Strategy control and Evaluation, Types of Strategic Controls- Social and Ethical responsibilities of Corporate Organizations.

### **Suggested Books:**

1. Arthur A Thomson Jr, Strickland "Strategic Management concepts and cases" TATA Mc Graw Hill Company Ltd. Second reprint 2010, New Delhi.
2. Gerry Johnson, Kevan Scholes, Richard Whittington. " Exploring Corporate Strategy" Pearson Education Ltd. United Kingdom Second Edition .2009
3. P. Subbarao "Business Policy and Strategic Management" Himalaya Publishing House, Revised Edition 2017.
4. Upendra Kachru "Strategic Management" 2008 Concepts and Cases" 2005, EXCEL BOOKS New Delhi.
5. R.M Srivastava "Management policy and Strategic Management- Concepts , Skills and Practices" 2014 revised edition ,H P H , Hyderabad



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# MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

## SEMESTER-IV

PAPER CODE – MB 402

### Course: BUSINESS INTELLIGENCE

#### Course Objectives:

To provide an understanding of concepts of Business Intelligence and relate topics such as Data Warehousing, Data Mining, Business Performance Management, Business Analytics and Data Visualization.

#### Course Outcomes:

1. Emphasizes the Practical need for good decision support system as Bi in an Organization.
2. Helps in connecting statics for implementing Data ware houses, Business performance Measurements tools and helps in realizing the potential of Business Analysis in decision support.

#### Unit – I: Introduction to Business Intelligence (BI):

Definition, History and Evolution, Styles of Business Intelligence, Benefits if Business Intelligence, Real-time Business Intelligence, Business Intelligence Value Chain, Architecture Business Intelligence.

#### Unit – II: Data Warehousing and Data Mining:

- a) Data Ware housing(DWH): - Definition, Characteristic, types, Date ware housing frame work, Data Warehousing architecture, Alternative Architectures, Data ware housing Integration, Data ware housing- Development Approaches, Real time Data ware housing.
- b) Data Mining: - Definition, Characteristic, Benefits, Date Mining Functions, Data Mining Applications, Data Mining techniques and tools. Text Mining, Web Mining.

#### Unit – III: Business Performance Measurement (BPM):

Definition, BPM v/s BI, Summary of BPM Process, Performance Measurement, BPM Methodologies, BPM Architecture and Applications, Performance Dash boards.

#### Unit – IV: Business Analytics and Data Visualization:

- a) Business Analytics - Definitions, Tools and techniques of BA, Advanced Business Analytics Business Analytics and Web, Usage, Benefits and Success of Business Analytics.
- b) Data Visualization: Definition, New Direction in Data Visualization, GIS, GIS v/s GPS

#### Unit – V: Business Intelligence Implementation and Emerging Trends:

- a) Implementing Business Intelligence – Implemental Factors, Critical Success factors of Business Implemental, Managerial Issues related to BI Implementation. Business Intelligence and Integration Implementation – Types, Need, Level of Business Intelligence Integration.
- b) Emerging trends in Business Intelligence Implementation- Social Networks and Business Intelligence, Collaborative Decision Making, RFID and Business Intelligence, Reality Mining.

  
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### **Suggested Books:**

1. Business Intelligence – A Managerial Approach – by Turban, Sharada, Delen, King - Pearson – Second Edition – 2014.
2. Decision Support and Business Intelligence Systems – Turban, Aaronson, Liang, Sharada- Pearson, latest Edition.
3. Successful Business Intelligence, Cindi Howson, McGraw Hill Education – Indian Edition.



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**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-IV**  
**PAPER CODE – MB 403**  
**Course: SUPPLY CHAIN MANAGEMENT**

**Course objectives:**

The objectives of this course are:

1. To understand the fundamental operations of supply chain and logistics management
2. To apply the knowledge and principles of management of cross functional areas for effective supply chain management
3. To use modeling to predict and analyze various supply chain parameters
4. Optimization of supply chain and network design issues
5. Understand the strategic issues and multi-level linkages in logistics management

**Course Outcomes:**

After reading this course one should be able to;

1. Gain a holistic understanding of supply chain management and the role of logistics management in it
2. Understand the basic drivers that lead to the performance of SCM in effective manner
3. Identify the role of value chain and its integration in the supply chain
4. Sensitize themselves to the role of global sourcing in making supply chain cost effective
5. Gain an insight into the role of Information Technology in making supply chain agile

**Unit - I: Introduction to supply chain Management:**

Introduction to Supply Chain Management-Concept, Objectives and function of SCM, conceptual framework of SCM, supply chain strategy- Global Supply Chain Management, Value chain and value delivery systems for SCM, Bull-whip effect.

**Unit - II: Supply Chain Structure and Inventory in SC:**

Logistics Management, Integrated logistics Management, Inbound and Outbound Logistics, Logistics Planning and strategy, Reverse Logistics. Inventory management and its role in customer service.

**Unit - III: Role of Transportation in Supply Chain:**

Transportation in Supply Chain, Transportation formats, and factors influencing their choice, Multi Modal transport, Warehousing – Types of warehouses, Warehousing operations, Warehouse Management Systems. Third Party warehousing, Role and Importance of handling systems.

  
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#### **Unit - IV: Information Technology in SCM:**

Information and Communication Technology in SCM, Role of IT in SCM. Current IT trends in SCM, RFID, Bar coding . Retail SCM – problems and prospects, Role of Packaging

#### **Unit - V: Key Operation Aspects in Supply Chain:**

Supply chain Network Design, Distribution network in Supply Chains, Channel design, Factors influence design, role and importance of Distributors in SCM, Role of Human Resources in SCM. Issues in Workforce Management and Relationship Management with suppliers, Customers and employees, linkage between HRM and SCM.

#### **Suggested Books:**

1. Shah, J, "Supply Chain Management", 2009, 1st Ed. Pearson.
2. Crandall, Richard E & others, "Principles of Supply Chain Management", 2010, CRC Press.
3. Mohanty, R.P and Deshmukh, S.G, "Essentials of Supply Chain Management", 2009, 1<sup>st</sup> Ed. Jaico,
4. Chandrasekaran. N, "Supply Chain Management process, system and practice", 2010, Oxford, 1<sup>st</sup> Ed.
5. Altekar, V. Rahul, "Supply Chain Management", 2005, PHI.
6. Leenders, Michiel R and others, "Purchasing and Supply Chain Management", 2010, TMH.
7. Coyle, J.J., Bardi E.J. Etc., "A Logistics Approach to Supply Chain Management", 2009 Cengage, 1<sup>st</sup> Ed.
8. Stapenhrust, T, "The Benchmarking Book: A how-to-guide to best practice for Managers and Practitioners", 2009, Elsevier.
9. Ling Li, "Supply Chain Management: Concepts, Techniques and Practices", 1<sup>st</sup>ed, 2009, Cambridge.
10. Power Mark J & others, "The Outsourcing Hand book How to implement a successful outsourcing process", 2007, Kogan page, 1<sup>st</sup> Ed.
11. Gustafsson K & others, "Retailing Logistics & Fresh food Packaging Managing change in the supply chain", 2008, Kogan page, 1<sup>st</sup> Ed.
12. KachruUpendra, "Exploring the Supply Chain Theory and Practice", 2009, Excel books.

  
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# MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

## SEMESTER-IV - Discipline Specific Elective

### PAPER CODE – MB 404-F-I

### COURSE: FINANCIAL RISK MANAGEMENT

#### Course Objectives:

- 1) To understand the concept and types of risk that financial institutions are exposed to.
- 2) To learn about the measurement and management of risk.
- 3) To learn about the techniques of risk management – financial and non-financial
- 4) To develop knowledge about the various instruments of hedging.

#### Course Outcomes:

After studying this course, the student will be able to

- 1) Make calculation to find out CaR and Var
- 2) Differentiate between forwards and futures
- 3) Understand the valuation of swaps and hedging mechanism
- 4) Find the intrinsic value of Options using BOPM and BSOPM

#### Unit – I: Introduction:

The concept of Risk, Nature, Need and scope of risk. Source, measurement, identification and evaluation of Risk. Types of risk–Product market risk and capital market risk. Possible Risk events, Risk Indicators, Risk Management Process–pre-requisites and fundamentals. Misconceptions of Risk. An integrated approach to Corporate Risk Management. Risk management approaches and methods. A comprehensive view of Risk in Financial Institutions. Risk reporting process–internal and external.

#### Unit – II: Measurement and Management of Risk:

Value at risk (VaR): The concept, computation, stresses testing, back testing. Cash flow at risk (CaR): VaR and CaR to make investment decisions. Managing risk when risk is measured by VaR or CaR. Non-Insurance methods of Risk Management–Risk Avoidance. Loss Control, Risk Retention and Risk Transfer. Asset-Liability Management (ALM): evolution & concept. RBI guidelines. Capital Adequacy. Management of interest rate risk, liquidity risk, credit risk and exchange rate risk.

#### Unit – III: Techniques and Tools of Risk Management: Forward contracts and Futures contracts:

The concept of Derivatives and types of Derivatives. The role of Derivative securities to manage risk and to exploit opportunities to enhance returns. Individuals, speculators, hedgers, arbitrageurs and other participants in Derivatives Market.

Forward contracts: Definition, features and pay-off profile of Forward contract. Valuation of forward contracts. Forward Contracts to manage Commodity price risk, Interest rate risk and exchange rate risk. Limitations of Forward contract.

Futures contracts: Definition. Clearing house, margin requirements, marking to the market. Basis and convergence of future price to spot price. Valuation of Futures contract. Differences between forward contracts and futures contracts. Risk management with Futures contracts–the hedge ratio and the portfolio approach to a risk–minimizing hedge.

  
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## **Unit – IV: Techniques and Tools of Risk Management: SWAPS**

Definition, types of swaps. Interest rate swaps, Currency swaps.

Interest rate Swaps: Mechanics of Interest rate swaps .Using Interest rate Swaps to lower borrowing costs, hedge against risk of rising and falling interest rates. Valuation of interest rate Swaps. Pricing of Interest rate swaps at origination and valuing of Interest rate swaps after origination.

Currency Swaps: Types of Currency Swaps. Valuation of currency swaps. Using Currency Swaps to lower borrowing costs in foreign country, to hedge against risk of a decline in Revenue, to hedge against risk of an increase in Cost, to hedge against risk of a decline in the value of an asset, to hedge against risk of a rise in the value of a liability. Pricing of currency swap at origination and valuing of currency swap after origination.

## **Unit – V: Techniques and Tools of Risk Management: Options**

Definition of an option. Types of options: call option, put option, American option and European option. Options in the money, at the money and out of the money. Option premium, intrinsic value and time value of options. Pricing of call and put options at expiration and before expiration. Options on stock indices and currencies. The Binominal option pricing model (BOPM): assumptions - single and two period models. The Black & Scholes option pricing model (BSOPM): assumptions.

### **Suggested Books:**

1. Dun and Bradstreet, "Financial Risk Management", 2007, TMH, Delhi.
2. Paul Hopkins, Kogan Page, "Fundamentals of Risk Management", 2010, Institute of Risk Management.
3. Ravi Kumar, "Asset Liability Management", Vision Books Pvt. Ltd.
4. David. A. Dubofsky & Thomas. W. Miller, Jr., "Derivatives Valuation and Risk Management", 2003, Oxford University Press.
5. Jean-Philippe Bouchaud and Mark Potters, "Theory of Financial Risk and Derivative Pricing", 2009, 2<sup>nd</sup> Ed. Cambridge press
6. John C. Hull & Sankarshan Basu, "Options, Futures and Other Derivatives", 7<sup>th</sup> Ed, Pearson Education.
7. "Theory and Practice of Treasury and Risk Management in Banks", Indian Institute of Banking and Finance, March 2006, Taxmann
8. Peter S. Rose & Sylvia C. Hudgins, "Bank Management & Financial Services", 7<sup>th</sup> Ed, Tata McGraw-Hill
9. Rene. M. Stulz, "Risk Management & Derivatives", 2003, Thomson Southwestern.
10. Jayanth Rama Varma, "Derivatives and Risk Management", TMH.
11. Don M.Chance & Robert Brooks, "Derivatives and Risk Management Basics", 2008, Indian Edition, Cengage Learning
12. M. A. H. Dempster, "Risk Management: Value at Risk and Beyond", 2002, Cambridge press.



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**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-IV - Discipline Specific Elective**  
**PAPER CODE – MB 404-F-II**  
**Course: BANKING AND INSURANCE**

**Course Objectives:**

- 1) To provide an overview of the structure of banking and insurance business in India.
- 2) To describe the products and services in Banking and Insurance
- 3) To highlight the regulatory changes and innovations in the Banking and Insurance sectors.
- 4) To prepare students for career opportunities in banking and insurance

**Course Outcomes:**

After studying this course the student will be able to

- 1) Learn about the performance of banks in India
- 2) Learn about the sources and uses of bank funds
- 3) Understand the role and importance of insurance, its types, principles, and regulation
- 4) Understand the latest innovations in banking system

**Unit – I: Introduction to Banking:**

Structure of Indian Banking system- scheduled commercial banks, foreign banks; commercial banks versus payment banks; Types of banking –universal banking, wholesale banking, private banking, retail banking; Evolution of Banking in India– nationalization, banking reforms; financial intermediation by banks; Role of commercial banking and economic development. RBI, Banker-Customer relationship, Functions of a Bank, Banking Sector and organization of Banks; Different types of accounts, Various services offered by banks, Sources of risk in banks; Analyzing banks' financial statements

**Unit –II: Uses of Bank Funds:**

Features of Bank Credit, Different types of accounts, steps to be followed in the assessment of credit worthiness of a prospective borrower, the credit process and management, different types of loans and their features, Loan Pricing: The basic model, pricing of fixed & floating rate loans, cost-benefit loan pricing, Customer Profitability Analysis, NPAs:- concept of gross and net NPAs, causes, implications & recovery of NPAs, Priority sector lending.

**Unit – III: Regulation and Innovations in Banking System:**

Regulation of Bank Capital: The need to regulate Bank Capital, Concept of Economic Model, Concept of Regulatory Capital, Basel Accords I,II and III; Banking Innovations:-Core Banking Solution, Retail Banking-Products &

Services-Nature, Scope, Future and Strategies, Plastic Money, National Electronic Funds Transfer, ATM, Mobile Banking, M Wallets, Net Banking; Bancassurance; Payment & Settlement systems in Banks – Clearing and Gateways.

#### **Unit – IV: Introduction to Insurance:**

Definition and nature of Insurance, Role and importance of Insurance, History and Development of Insurance, Risk Management and the Role of Insurance, Features of insurable risk; Principles of insurance; Legal aspects of Insurance Contract, Functions of Insurers, Types of Insurers, Reinsurance, Prospects of Insurance Companies, Overview of IRDA.

#### **Unit – V: Life Insurance and General Insurance:**

The concept of Life Insurance, Life Insurance Products- Traditional and Market Related, Pension Plans, Group Insurance, Insurance for the underprivileged; Tax treatment of Life Insurance; Claims settlement, Distribution channel Marketing intermediaries; General insurance types - Health and accident, Motor, Fire, Credit and crop.

#### **Suggested Books:**

1. Introduction to Banking, Vijayaragavan Iyengar, Excel Books, 2009.
2. Banking and Insurance, O.P. Agarwal, Himalaya Publishing, 2010.
3. Bank Management & Financial Services, Peter.S. Rose & Sylvia. C. Hudgins, Tata McGraw Hill 2010, 7th Edition.
4. Bank Financial Management, IIBF, Macmillan 2010.
5. Management of Banking & Financial Services, Padmalatha Suresh & Justin Paul, Pearson, 2<sup>nd</sup> Edition.
6. Fundamentals of Risk & Insurance, Emmett J. Vaughan & Therese M. Vaughan, Wiley, India Edition 2003, 9th Edition.
7. Indian Insurance – A Profile, H. Narayanan, Jaico Publishing House, 2008.
8. Risk Management & Insurance, S. Arunajatesan, T.R. Viswanathan, MacMillan 2009.
9. Introduction to Risk Management & Insurance, Mark. S. Dorfman, Prentice-Hall of India Private Limited-2007, 8th Edition.
10. Insurance – Principles and Practice, M.N. Mishra and S.B. Mishra, S. Chand, 16<sup>th</sup> Edition.

  
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**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-IV - Discipline Specific Elective**  
**PAPER CODE – MB 404-M-I**  
**Course: BUYER BEHAVIOUR**

**Course Objectives:**

1. The main objective of this course is an introduction to the world of buyer behavior.
2. The discipline borrows from several social sciences including psychology, sociology, and anthropology to explain behavior in the marketplace.
3. This course will explore how perceptions, learning, memory, personality, and attitudes influence consumption behavior.
4. It establishes the relevance of buyer behavior theories and concepts to marketing decisions.

**Course Outcomes:**

1. Students can examine and identify the major influences in buyer behavior
2. Students can develop an understanding between different consumer behavior influences and their relationships.
3. To enable students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behavior.

**Unit – I:**

Introduction to Consumer Behaviour Contemporary Dimensions of Consumer Behaviour, CB research process. Concepts and theories of motivation their Marketing implications: Motivation and consumer behavior: motives and motivation theories and personality and their Marketing implications

**Unit – II:**

Perception and Learning Theory: -Introduction, meaning, nature, Importance and limitation of perception .Theories of buyer behavior in Learning principles and their marketing implications: Concepts of conditioning, important aspects of information processing theory; encoding and information Retention, Retrieval of information

**Unit – III:**

Impact of Culture on Buyer Behaviour Social and cultural settings: Meaning of culture, Characteristics of culture, functions of culture. Types of culture, Sub-culture and Cross cultural marketing practices. Reference groups and Family Life Cycle: advantages and disadvantage of reference groups, types of reference group. Role of Family life cycle in Buyer behavior

**Unit – IV:**

Consumer decision making and buyer attitude: Information Search, evaluation of alternatives. Steps between evaluation of alternatives and purchase decision. Post-purchase behaviour. Attitude and consumer behaviour:-Meaning of attitude, nature and characteristics of attitude, types of attitude, learning of attitude, sources of influence on attitude formation

### **Unit – V:**

Models of Consumer Behaviour Models of Consumer Behaviour: Modeling Behavior Traditional Models, Contemporary Models. Generic Model of Consumer Behavior, Howard Sheth Model, Engel, Blackwell and Rao –Lilien model. Consumerism

### **Suggested Books:**

1. Schiffman and Kannik, "Consumer Behavior", 2004, Pearson Education / PHI.
2. Black-well, R. Miniard PW and Engel, "Consumer Behavior", 2005, Thomson Learning.
3. Loudon and Della Bitta, "Consumer Behavior", 2004, TMH.
4. Dinesh Kumar Consumer Behavior Consumer Behaviour, 2014, oxford University Press.
5. Gary Lilien, "Marketing Models", 2000, PHI.
6. Suja R. Nair, "Consumer Behaviour in Indian perspective", 2010, HPH.
7. Sheth and Mittal, "Consumer Behavior", 2004, Thomson Learning. 8. Stish Batra, "Consumer Behavior", 2009, Excel Books New Delhi.

  
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**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-IV - Discipline Specific Elective**  
**PAPER CODE – MB 404-M-II**  
**Course: SERVICES AND DIGITAL MARKETING**

**Course Objectives:**

1. The main objective of this course is to supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services on global marketing.
2. Identify the major elements needed to improve the marketing of services.
3. Develop an understanding of the roles of relationship marketing and customer service in adding value to the customer's perception of a service
4. Appraise the nature and development of a global marketing strategy.

**Course Outcomes:**

1. Students can examine the nature of services, and distinguish between products and services
2. Students can develop an understanding of the roles of relationship marketing and customer service in adding value to the customer's perception of a service.
3. Students can get Appraise the nature and development of a services marketing strategy.

**Unit-I: Introduction to services and Effective Management of Service marketing:**

Concepts, contribution and reasons for the growth of services sector, difference in goods and service in marketing, characteristics of services, Classification of service. Services Marketing triangle– Internal marketing of Services – External versus Internal orientation of service strategy. Marketing Demand and Supply through capacity planning and Market Segmentation, Targeting, and Positioning in services.

**Unit-II: Understanding customer expectation through market research and Consumer behavior in services:**

Marketing research to understand customer expectation, Search, Experience and Credence property, consumer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services. **Customer perception of services-** Factors that influence customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception.

**Unit-III: Marketing Mix in Service Marketing:**

Traditional Mix: The Seven Ps, Product decision, Pricing strategies and tactics, Promotion of service and placing of distribution methods for services. Extended marketing Mix: The Service delivery Process–Designing of the service, blueprinting. Managing Service Encounters, Service Failure, Service Recovery, **Employee role in service designing**, importance of service employee, Quality- productivity trade off. **Physical evidence in services**, Types and role of service spaces.

  
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#### **Unit-IV: Introduction to Digital Marketing:**

Digital Marketing, Importance of digital marketing, Difference between traditional marketing and digital marketing, Trends and scenario of the industry,

Search Engine Optimization (SEO), History & Growth of SEO, Campaign Creation, Google Adwords, Ad Creation, Approval & Extensions, Site Targeting, Keyword Targeting, Demographic Targeting/ Bidding.

#### **Unit - V: Social Media Marketing:**

Social Media Marketing & Social Media, Blogging, Social Networking, Video Creation & Sharing, Use of Different Social Media Platforms, Content Creation, Web Analytics.

Campaign Tagging & Reporting, Email Marketing, Introduction to Audience Reports, Traffic & Content Report, Linking, Real-Time Data.

#### **Suggested Books:**

1. Services Marketing - Integrating Customer Focus Across the Firm- Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit, New Delhi, Tata Mc Graw Hill Publishing Co.
2. Services Marketing – Vasanti Venugopal and Raghu -Himalaya Publishing House.
3. Services Marketing: Concepts, Strategies and Cases- Douglas Hoffman and John E.G.Bateson -Cenage Publications- 05th Edition-Services Marketing – Sucharith Debnath and Dr.Indrajit Sinha-Nitya Publication.
4. Services Marketing: People Technology, Strategy –Wirtz Jochen, Lovelock Christopher—Pearson-08<sup>th</sup> edition.
5. The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns by Ian Dodson, Wiley: 1st edition (2016).
6. Digital Marketing For Dummies by Ryan Deiss and Russ Henneberry, For Dummies.

  
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**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-IV - Discipline Specific Elective**  
**PAPER CODE – MB 404-HR-I**  
**Course: LEADERSHIP AND CHANGE MANAGEMENT**

**Course Objectives:**

To by conceptual foundation to read change in Organizations

**Course Outcomes:**

The student will gain knowledge and understanding of different leadership styles and models.

The Student will be familiarized with the drivers, methods and model of change.

**Unit – I: Introduction to Leadership:**

Traits, Styles, Skills, Behaviors, Vision, Inspiration and Momentum of Leadership- International Framework for Analyzing Leadership-Personality Types and Leadership- Five Factor Model of Personality-Leadership Perspectives on Cultural Values, Social Responsibility and Organizational Performance-Current Issues in Leadership- Contemporary Leadership Styles.

**Unit – II: Leadership Development Programs and Models:**

Characteristics, Types and Evaluation of Leadership Development Efforts-Trait, Behavior, Power Influence, Situational and Integrative Approaches to Leadership-Causal and Normative Models – Leader-Member Exchange Theory-LPC model-VIM of Self-Leadership-Perspectives on Change: Contingency, Resource Dependence, Population Ecology and Institutional.

**Unit – III: Strategic Change Process:**

Hopson's Change Curve-Virginia Satir change Model-Noer's Redundancy Intervention Model-Change Path Diagnostics-Reactive and Proactive Change Path-Nabisco's Renewal Path-Diagnostic Models for Organizational Change-Methods for dealing with Resistance to Change-Enablers and Barriers to Change-Model of Cognitive, Effective and Behavioral Responses to Change-Five Stages of Planned Change.

**Unit – IV: Initiating Change:**

Weinberg's change process, triggers, drivers and tracers of change – Leavitt model-change mapping, change spectrum, Gestalt change cycle – Tropics Test, Behavioral, cognitive, psycho – dynamic and humanistic approaches to change .Bechard's change formula – Buchanan and Mc Calman's model of perpetual transition management – Types of individual, group and organisational change , Organisational Change matrix.

  
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## **Unit – V: Methods and models for change management :**

Warfield 6-3-5 method – Rosemary Stewart's model – Tony Buzan's mind maps – Edward de Bono's six thinking hats – Johari window – Nadler and Tushman's congruence model – Scenario analysis – power – interest matrix – Kotter's 8 step change model – Pendlebury, Nadler, Kanter and Taffinder's planned change models. Dunphy Contingency Model of change.

### **Suggested Books:**

1. Cameron & Green, "Making sense of change mgt", 2009, Kogan page.
2. Peter G. Northouse, "Leadership", 2010, Sage.
3. Peter Lorange, "Thought leadership", Meets Business", 1<sup>st</sup> edition, 2009, Cambridge
4. John ADAIR, "Inspiring Leadership", 2008, Viva Books.
5. Gary Yukl, "Leadership in organisations", 2006, Pearson.
6. A.J. DuBrin, "Leadership", 2005, Wiley.
7. Mark Hughes, "Change management in organization", 2008, Jaico.
8. Kavitha Singh, "Organization Change & Development", 2005, Excel Books.
9. Lussir, "Effective Leadership", 2009, Cengage.
10. Eric Flamholtz & Yvonne Randle, "Leading Strategic Change" 1<sup>st</sup> Ed. 2009, Cambridge.
11. Ian Palmer, "Managing organizational change", 2008, TMH.
12. Jim Griesemer, "Organizational change", 2010, Oxford.
13. Jeffrey Russell, "Change Basics", 2006, ASTD Press.
14. N. Sengupta, "Managing change in organizations", 2006, PHI.
15. Srivastava, "Transformation Leadership", 2008, Macmillan

  
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# MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

## SEMESTER-IV - Discipline Specific Elective

### PAPER CODE – MB 404–HR-II

#### Course: PERFORMANCE MANAGEMENT

#### Course Objectives:

1. The Main objective of the course is to offer an understanding of various approaches to measure performance and facilitates studying different methods of performance appraisal.
2. The course also provides knowledge of the processes performance bench – making and frameworks of Competencies
3. The Course gives understanding of various performance metrics and models.

#### Course Outcomes:

1. To produce Competent Executives
2. To transform Performance Appraisals, Performance Management
3. To build pivotal performance
4. To establish leading Human Capital

#### Unit – I: Introduction:

Definition, concerns and scope of PM. Performance Appraisals. Determinants of job performance. Mapping, process, sequence and cycle of PM. Performance planning and Role clarity. KPAs- Performance Targets. Trait, Behavior and Results approaches to measuring performance. The impact of HRM practices on performance.

#### Unit – II: Performance Appraisal:

Assessment center-psychometric tests. Role Play–Self-appraisal-360 Degree appraisals-Rating-less appraisals for the future of PMS. Critical incidents worksheet, Combining behavior and outcomes, Attribution theory-Causal matrix. Diagnosis and Performance improvement. Performance review, Performance analysis.

#### Unit – III: Performance Bench marking:

Human information processing and performance loop, performance shaping factors–Yerkes–Dodson's Law–Corporate performance management-EFQM Excellence model–Diagnostic and Process bench marking. PM Audit, PM pathway analysis. The impact of Performance Management on Line managers and Employees.

#### Unit – IV: Competency mapping and Pay Plans:

Competency Mapping–Mercer's Human Capital Wheel–Human Asset worth estimator and Accession rate-CIPD Human Capital framework, Performance, Competence and Contribution related pay models. Cafeteria benefits plan, call back pay. The McBer Generic managerial competency model- Competency causal flow model-Competency gap–Competency Assessment-Balanced Score Card framework.

#### Unit – V: Performance Metrics and Models:

Performance measures pyramid. Steps for designing metrics, Wang Lab, Smart pyramid, Conceptual, DHL, RCN Models of PM, Gilbert's performance matrix and Behavior Engineering model. Direction of trouble shooting with Behavior model–Mager and Pipes trouble shooting model - ATI performance improvement model, Spangenberg's Integrated model of PM, Sears model for organizational performance.

### **Suggested Books:**

1. Michael Armstrong, "Performance Management", 2010, Kogan Page.
2. Robert L Cardy, "Performance Management", 2008, PHI.
3. A.S. Kohli & T. Deb, "Performance Management", 2009, Oxford.
4. H. Aguinis, "Performance Management", 2009, Pearson.
5. T.V. Rao, "Performance Management & Appraisal System", 2008, Sage.
6. A.M. Sarma, "Performance Management systems", 2010, HPH.
7. B.D. Singh, "Performance Management systems", 2010, Excel books.
8. S. N. Bagchi, "Performance Management", 2010, Cengage.
9. M Armstrong, "Performance Management & Development", 2010, Jaico.
10. Prem Chadha, "Performance Management", 2009, Macmillan.
11. Joe Willmore, "Performance Basics", 2004, ASTD Press.



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**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-IV - Discipline Specific Elective**  
**PAPER CODE – MB 404-S-I**  
**Course: DATA VISUALIZATION**

**Course Objectives:**

1. To enable students to understand the concepts related to data visualization.
2. To understand the tools and techniques of Data Visualization, Dashboards.
3. A practical understanding of Visualization with Power BI.

**Course Outcomes:**

1. Enables students to understand importance of Data –Visualization for Decision-Making.
2. Helps students to get practical experience of Data Visualization on Microsoft Power BI.

**Unit – I: Introduction to Data and Information Visualization-**

Definition and why we visualize data? How we visualize data? A Brief History of Data Visualization, types of data – categorical, ordinal and quantitative data. Visual Analytics Concepts.

**Unit – II: Data Visualization Tools and Techniques:**

Data Visualization tools – Multidimensional Data Visualization Tools (Column and Bar Graphs, Charts, Line Graphs, Scatter Plots, Pie graph) Hierarchical and Landscape Data Visualization Tools (Maps, Tree Graph).

**Unit – III: Data Visualization -Dashboards Basics:**

Definition- Performance Dashboard, types of dashboards (Operational, Tactical and Strategic) – Dashboard design-Business Activity Monitoring through Dashboards, Common pitfalls of Dashboard design. Organizing Data for Dashboards

**Unit – IV: Introduction to Power BI:**

Power Bi Concepts-Parts of Power BI Desktop – Major Building Blocks of Power BI-Data Sets, Shared Data Sets, Reports, Dashboards – Types of Visualizations- Area Charts, Bar and Column Charts, Donut Charts, Gauge Charts, KPIs, Line Charts, Maps, Matrix, Q&A Visual, Tree Maps, Waterfall Charts.

**Unit – V: Microsoft Power BI and Other features:**

Getting Data Source-Excel as a source, SQL as Source, Web as a source- Creating and Interacting with Dashboard, Sharing Dashboards -Power Query Editor for querying data and Report server for Reports.

  
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### **Suggested Books:**

1. Data Visualization with Excel Dashboards and Reports -Dick Kusleika 2021, Wiley.
2. Business Intelligence, A Managerial Perspective on Analytics- Ramesh Sharada, Dursun Delen, Efraim Turban, Pearson.
3. Effective Data Visualization: Right Chart for Right Data- Stephanie P.H. Evergreen 2019.
4. Visual Data Mining -Techniques and Tools for Data Visualization and Mining- Tom Soukup, Ian Davidson, Wiley Publishing.
5. Performance Dashboards-Measuring, Monitoring and Managing your Business- Wayne W Eckerson, Wiley & Sons, Inc.(Performance Dashboards)
6. Microsoft Power BI Quick Start Guide: Devin Knight, Brian Knight, Mitchell Pearson, Manuel Quintana, Packt Publishing, 2018.
7. Introducing Microsoft Power BI- Alberto Ferrari, Marco Russo-Microsoft Press, 2016, Microsoft Corporation.

  
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**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-IV - Discipline Specific Elective**  
**PAPER CODE – MB 404-S-II**  
**Course: DATA MINING FOR BUSINESS**

**Course Objectives:** To familiarize a management student with concepts related to data mining, data mining tasks and applications of data mining.

**Course Outcomes:** Enables students to understand the role of data mining in business and decision- making process.

**Unit – I: Introduction to Data Mining:**

Definition- Data Mining and Knowledge Discovery- Motivating Challenges-Origins of Data Mining – Data Mining Tasks.

**Unit – II: Data Pre-Processing:**

Data Summarization- Data Cleaning- Data Integration and Transformation- Data Reduction- Data Discretization and Concept hierarchy Generation- Feature Extraction-Feature Transformation.

**Unit – III: Association, Classification and Clustering**

(i) **Association:** Definition- Market-Basket Analysis, Naive Algorithm, Aprori Algorithm, Software for Association Rule Mining.

(ii) **Classification and Prediction:** Decision tree, Bayesian classification, Rule-based Classification, Prediction -Linear Regression.

(iii) **Clustering:** Basic issues in clustering, partitioning methods – clustering analysis software.

**Unit – IV: Web Mining and Other Mining:**

Web Mining- introduction- Web Content Mining, Web usage Mining, Web Structure Mining- Spatial Data Mining- Text Mining, Multimedia Mining.

**Unit – V: Data Mining Applications-**

Application Strength of Data Mining- Data Mining for Banking and Financial Data Analysis- Data Mining in Insurance-Data Mining in Biological Data Analysis- Social Media Marketing- CRM- Tourism Industry- Agriculture.

**Suggested Books:**

1. Introduction To Data Mining – Pang-Ning Tan, Michael Pang, Vipin Kumar – Pearson Education -2018.
2. Data Mining Concepts and Techniques- J. Han, M. Kamber- Morgan Kaufmann.
3. Introduction to Data Mining- Chaitanya P. Agrawal, Meena Agrawal.
4. Data Mining: Concepts, Models, Methods and Algorithms- M. Kantardzic- John Wiley & Sons Inc.
5. Data Mining: Introductory and Advanced Topics – M. Dunham- Pearson Education.



# **MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**

**Semester-IV**

**PAPER CODE – MB 404-S-I**

**Course: Data Visualization with Microsoft Power BI -  
Practical Syllabus**

1. Getting Started with Power BI-Understanding the parts of Desktop Power BI.
2. Getting Access to Data Sources from Power BI.
3. Exploring Data Sets.
4. Creating simple visualizations -Creating Map Visualizations, Using Combination Charts, Using Table, Modify Colors in Charts, Adding Shapes, Images and Text box.
5. Creation, Sharing of Dashboards
6. Creation, Styling and Sharing of Reports
7. Using Excel Data (integrating excel data with Power BI)



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