


### MBA Year-II Semester-IV (Eve)

Course Code	Course Title	Nature	Credits	HPW (Th+Tu+P)	Max Marks (CIE+SEE)
MBAE401	Operations Management	Core	4	4Th +1 Tu	30+70
MBAE402	E Global Business	Core	4	4Th +1 Tu	30+70
MBAE403	Total Quality Management	Core	4	4Th +1 Tu	30+70
MBAE404	Business Process Reengineering	Core	4	4Th +1 Tu	30+70
	Seminar Presentations		2		
<b>Credits for IV Semester</b>			<b>18</b>	<b>16</b>	<b>400</b>

- **HPW – Hours Per Week**
- **CIE – Continuous Internal Exam**
- **SEE – Semester End Exam**
- **Th- Theory**
- **Tu – Tutorial**
- **P - Practical**

  
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# MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

## SEMESTER-IV Paper Code-MBAE 401

### Course: OPERATIONS MANAGEMENT

#### Course Objectives:

1. The objective of this course is to provide the student with adequate knowledge regarding the basic manufacturing facilities & how service activities have attained significance
2. To equip the students with the qualities and managerial skills to address operational problems.
3. To provide a thorough understanding of quality in materials management, manufacturing and services

#### Course Outcomes:

1. Understand the importance of planning, organizing and controlling aspects of Operations Management.
2. Re-enforces the concepts of production management
3. Help students understand different operational issues under manufacturing 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 affecting 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 timeframe, sequencing of operations: n-jobs with one, two and three facilities, Maintenance management, Repair programs, breakdown, Preventive and corrective maintenance, maintenance issues in service organizations.

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

Work study: Definition and its advantages and the various components. Techniques of methods analysis and work measurement 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, Bincard, Double-bin and stores ledger, Selective inventory control: ABC,XYZ,VED,FNS and SDE analysis.

#### **Suggested Books:**

1. Norman Gaither, Greg Frazier, "Operation Management", Cengage Learning.
2. Stevenson J. William, "Operations Management", Tata McGraw-Hill.
3. Amol Gore and Robert Panizzolo, "Operation Management" Cengage Learning
4. R. Panneerselvam, "Production and Operation Management" PHIDanny Samson and Prakash J. Singh, "Operations Management-An integrated approach", Cambridge
5. Ray Wild, "Operations Management, Thomson Learning.
6. Kanishka Bedi, "Production and Operations Management", Oxford University Press
7. Everett, Adam, Jr, and Ronald J. Elbert, "Production and Operations Management Concepts,
8. S.N. Chary Production & Operation Management, McGraw Hill
10. N.G. Nair, Production and Operation Management, Tata-McGraw-Hill Publishing Company Ltd.

# MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

## SEMESTER-IV Paper Code-MBAE 402

### Course: E-GLOBAL BUSINESS

#### Course Objectives:

1. To understand the fundamentals of e-commerce and its impact on global business.
2. To explore the challenges and opportunities associated with conducting business in a digital environment.
3. To analyse the strategies and technologies used in e-global business.
4. To develop critical thinking and problem-solving skills in the context of e-global business.

#### Learning Outcomes:

1. Identify and explain the key concepts and principles of e-global business.
2. Evaluate the impact of e-commerce on global business operations.
3. Analyse and develop strategies for conducting business in a digital environment.
4. Apply critical thinking skills to solve problems and make informed decisions related to e-global business.

#### Unit -I: Introduction to e-Global Business

Introduction to e-commerce and its evolution, Globalization and the digital economy, Benefits and challenges of e-global business, Global market entry strategies, Digital transformation and its impact on global business, Evolution of online marketplaces and their role in e-global business, The role of technology and innovation in driving e-commerce growth, Regulatory and legal frameworks governing e-global business, The role of artificial intelligence (AI) and automation in e-global business, Digital entrepreneurship and the emergence of start-ups in the digital space, Cyber security challenges in e-global business and methods for protection, The impact of social media on global business and customer engagement, Emerging technologies shaping e-global business (such as Internet of Things, edge computing, etc.)

#### Unit -II: E-Global Business Models

Types of e-business models (B2C, B2B, C2C, etc.), E-marketplaces and online platforms, Digital marketing and customer relationship management, Payment systems and security in e-global business, Peer-to-peer (P2P) sharing economy and its implications for e-global business, Subscription-based business models and recurring revenue strategies, Omni channel retailing and the integration of online and offline channels, Influencer marketing and its effectiveness in e-commerce, Collaborative consumption and its impact on e-global business, Crowd funding platforms and their role in supporting e-commerce ventures, Influencer selection and management strategies for effective digital marketing, Strategies for building and managing online communities to drive customer loyalty, Social commerce and social selling strategies.

### **Unit -III: Managing E-Global Business Operations**

Supply chain management in a digital environment, Logistics and fulfilment in e-commerce, International trade and legal considerations, Cross-cultural management and customer service, Warehouse automation and robotics in e-commerce fulfilment, Reverse logistics and managing returns in e-global business, Intellectual property rights and protection in digital transactions, Customer data privacy and compliance with data protection regulations, Cloud computing and its role in supporting scalable and flexible e-commerce operations, Supply chain sustainability and responsible sourcing in e-global business, Innovations in last-mile delivery and the future of e-commerce logistics, Legal considerations for cross-border e-commerce transactions and international expansion, Risk management in e-global business operations.

### **Unit -IV: E-Global Business Strategies**


Developing an e-global business strategy, E-marketing and online advertising, Data analytics and business intelligence, Social media and online reputation management, Personalization and customization strategies in e-commerce, User experience (UX) design and its role in enhancing online conversions, Conversion rate optimization (CRO) techniques for e-global business, Competitive analysis and benchmarking in the digital marketplace, Personalization through machine learning and recommendation systems, Social commerce and the integration of e-commerce with social media platforms, Voice search optimization and its impact on e-commerce websites, Gamification strategies for enhancing customer engagement and retention, Chatbot implementation and customer support automation.

### **Unit -V: Emerging Trends in E-Global Business**

Mobile commerce and the rise of m-commerce, Artificial intelligence and machine learning in e-commerce, Blockchain technology and its applications, Ethical and sustainability issues in e-global business, Voice commerce and the impact of smart speakers on e-commerce, Augmented reality (AR) and virtual reality (VR) in enhancing online shopping experiences, Crypto currencies and their potential for transforming global payments, Environmental sustainability practices in e-global business, The Internet of Things (IoT) and its applications in e-commerce, Virtual reality (VR) and augmented reality (AR) in transforming the online shopping experience, The rise of smart cities and their impact on e-global business, The ethical implications of AI and automation in e-commerce decision-making processes, Data-driven decision-making and predictive analytics in e-global business.

### **Suggested Books:**

1. Gerald Celente "E-Commerce 2025: 11 Trends Impacting E-Commerce Companies This Decade"
2. Yong Zhou "Global E-commerce: Impacts of National Environment and Policy"
3. Dave Chaffey and Tanya Hemphill "E-Business and E-Commerce Management"
4. "Global Electronic Commerce: A Policy Primer" by Catherine L. Mann and Sarah Cleeland Knight
5. Ravi Kalakota and Marcia Robinson "e-Business: The Indian Scenario"
6. Geng Cui and Yu Tian "Global E-commerce: Impacts of National Environment and Policy"
7. Dave Chaffey and Fiona Ellis-Chadwick "Digital Marketing: Strategy, Implementation and Practice"
8. Ravi Kalakota and Marcia Robinson "e-business: The Indian Scenario "
9. Pradeep Kum "e-commerce in India: A Game Changer for the Economy "

  
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# MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

## SEMESTER-IV Paper Code-MBAE 403

### Course: TOTAL QUALITY MANAGEMENT

#### Course objectives:

1. 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 and its implementation
5. Sensitizing the participants to the importance of quality in various sectors.

#### Course outcomes:

1. Understand the basic terminologies and metrics that are used to govern quality management
2. Get a better perspective on quality standards like ISO and quality awards
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 manufacturing, services and IT 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, Malcom Baldrige National Quality Award (MBNQA), European Foundation for Quality Management (EFQM), Golden Peacock National Quality Award (GPNQA).

#### 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, Force 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 and its Implementation:**

The concept of Six Sigma, Objectives of Six Sigma, The framework 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 Various Sectors:**

Implementation of TQM in Manufacturing Sector- Automobile and Pharmaceuticals

TQM in Service Organization: Framework for improving service quality, Model to Develop to measure service quality programs. TQM in Health-care services, Hotels and financial services- Banks, Investment company and Mutual Funds. Role of TQM in IT Sector.

### **Suggested readings:**

1. Dale H. Basterfield, Carlo Besterfield- Michna, Glen H Besterfield and Mary Besterfield, Hemanth Urdhwareshe & Rashmi Urdhwareshe- "Total Quality Management", 2018, Pearson Education (DHB)
2. K. Shridhara Bhat "Total Quality Management" Himalaya Publishing House, 2010, First Edition.
3. D.R. Kiran, "Total Quality Management", Key Concepts and case studies, 2017, Elsevier, BS Publications
4. Poornima M. Charantimath, "Total Quality Management", 2022, Pearson Education (PMC)
5. Ramaswamy, S., "Total Quality Management", 2017, McGraw Hill Education.
6. "The Six Sigma Instructor Guide", Green belt Training made easy, 2008, 2<sup>nd</sup> Ed. Macmillan
7. R.P. Mohanty & R.R. Lakhe, "TQM in the Service Sector" Jaico Books. 2016.

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-IV PAPER CODE-MB 404**  
**Course: BUSINESS PROCESS REENGINEERING**

**Course Objectives:**

1. This course aims at providing the learners with contemporary concepts in Business Process Reengineering
2. Enabling the learners to understand various tools and techniques in BPR
3. Understanding the importance of BPR in assisting organizational effectiveness and the related drivers

**Course Outcomes:**

1. After going through this course learners will be enabled with holistic perspective of BPR in the contemporary context
2. Learners will be able to understand the current trends and methodology of BPR
3. Learners will be able to understand the dynamics of BPR in Industry 4.0 scenario

**Unit-I- Introduction to Business Process Reengineering**

Historical background and evolution of BPR, Definition and principles of BPR, Importance and benefits of BPR in organizations, introduction to Industry 4.0-A paradigm shift from manufacturing context to services

**Unit-II - Design thinking and innovation strategies in BPR**

Need of Innovation in BPR projects, applying design thinking to process innovation, Aiming cost reduction with optimization techniques, BPR vs. continuous improvement approaches, Process mapping and modeling techniques

**Unit-III-Technology and digital transformation**

Role of technology in BPR, Technology - An essential imperative, Automation and usage of advanced tools and technology, Industry 4.0 – An era of data driven decision making, Dynamic Analysis, Real time analysis, Role of ERP, Predictive analytics: Machine learning in process optimization and automation, Data analytics and Data science, Role of automation tools – Power BI, Tableau, UI Path and Blue prism, Challenges and contemplations in implementing new technologies



#### **Unit-IV Organizational culture and change management:**

Building resilient frame work with robust road map, managing resistance to change in BPR, building a culture of continuous improvement, Role of TQM in BPR, having a wider Approach -From process improvements to organizational improvements, KPIs and balanced scorecard, Role of leadership in driving successful BPR initiatives

Project management – An indispensable constituent, Project management tools, Agile methodology, Strategies for effective communication and negotiation

#### **Unit-V Operational factors in BPR:**

Role of ethics in BPR -Leadership context, Social and environmental responsibility in BPR Targeting green BPR approach, Balancing efficiency with social impact, Corporate Social Responsibility, Competitive world and disruptive environment, lessons in BPR, Timelines in BPR, Skill issue of consultants , Documentation in BPR

#### **Suggested Readings:**

1. Reengineering the Corporation by Michael Hammer, James Champy, Harper Collins publications 2014
2. Beyond Reengineering: How the Process-Cantered Organization is Changing Our Work and Our Lives Michael Hammer, Harper Business, Harper Collins publications 2014
3. Smart Innovation, Systems and Technologies, Robert J. Howlett, Lakhmi C. Jain, Springer publication, 2020
4. The Lean Six Sigma Guide to Doing More with Less: Cut Costs, Reduce Waste, and Lower Your Overhead" by Mark O. George, Wiley publication, 2010
5. Juran's Quality Handbook: The Complete Guide to Performance Excellence" by Joseph M. Juran, et al, 7<sup>th</sup> edition, Jaico Books 2017
6. The Consultant's Handbook: A Practical Guide to Delivering High-value and Differentiated Services in a Competitive Marketplace, Samir Parikh, Springer Books 2015
7. The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations" by James M. Kouzes and Barry Z. Posner Google books 2017
8. Drive: The Surprising Truth About What Motivates Us" by Daniel H. Pink, Utah press publication, 2015
9. "Leadership in War" by Andrew Roberts, Riverhead Hardcover, 2019
10. The Lean Start-up: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses" by Eric Ries, Random House, 2011

### MBA Year-III Semester-V (Eve)

Course Code	Course Title	Nature	Credits	HPW (Th+Tu+P)	Max Marks (CIE+SEE)
MBAE-501	Logistics and supply Chain Management	Core	4	4Th +1 Tu	30+70
MBAE-502	<b><u>Finance:</u></b>	Elective			
502-F1	Investment Management		5	4Th +1 Tu	30+70
502-F2	Finance Systems and Services		5	4Th +1 Tu	30+70
	<b><u>Marketing:</u></b>				
502-M1	Marketing Engineering		5	4Th +1 Tu	30+70
502-M2	Advertising and Retail Management		5	4Th +1 Tu	30+70
	<b><u>Human Resources:</u></b>				
502-H1	Compensation Management		5	4Th +1 Tu	30+70
502-H2	Industrial Relations and Labour Laws		5	4Th +1 Tu	30+70
	<b><u>Systems with Business Analytics</u></b>				
502-S1	Data Base Management Systems	5	3Th+2P	30+50+20P*	
502-S2	Business Analytics	5	4Th +1 Tu	30+70	
MBAE 503	Research Design		1		25
MBAE 504	Progress Seminar		1		25
<b>Credits for V Semester</b>			<b>16</b>	<b>16</b>	<b>350</b>

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**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-IV PAPER CODE-MB 501**  
**Course: LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

**Course objectives:**

1. To understand the fundamental operations of logistics and supply chain management.
2. To apply the knowledge and principles of management of cross functional areas for effective Logistics and supply chain management.
3. 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 logistics and supply chain management and the role of Logistics management in SCM
2. Understand the basic drivers that lead to the performance of LSM in effective manner.
3. Gaining insight into the role of Information Technology and recent trends in making supply chains more efficient.

**Unit-I: Logistics Management-Introduction**

Introduction to logistics, meaning of logistics management, objectives, Evolution of logistics management, concept, functions of logistics management, Role of logistics in supply chain management, difference between logistics and supply chain management, 3PL,4PL

**Unit-II: Importance of Logistics Management**

Inbound and outbound logistics, Integrated logistics management, Reverse logistics, Logistics planning and strategy, Role and importance of transportation in logistics, Transportation formats, Factors influencing their choice.

**Unit III: Supply Chain Management**

Concept, Objectives and Functions of SCM, Evolution of supply chain with respect to its origin, Conceptual framework, Supply chain strategy and structure, Steps in supply chain management, Drivers enhancing effectiveness of supply chains, Value chain, Value delivery system

#### **Unit-IV: Managing supply chains**

Bull-Whip Effect, Measures of supply chain performance, Warehousing-Types of warehousing, Warehousing operations, Warehouse Management Systems, Role of Distribution Centers, Supplier integration- Forward integration, Backward integration, Diversification, Global supply chains

#### **Unit-V: Recent trends in SCM:**

Role of IT in SCM, Lean Supply Chains, Digital supply chains, Green supply chains, Circular supply chains, Agile supply chains, FMS, RFID, Bar coding, Trends in supply chain management

#### **Suggested Readings:**

1. Shah. J, "Supply Chain Management", 2009, Pearson Education.
2. Shridhara Bhat, K "Logistics and Supply Chain Management", 2017, Himalaya Publishing House.
3. Crandall, Richard E "Principles of Supply Chain Management", 2010, CRC Press.
4. Mohanty, R. P, Deshmukh S.G, "Essentials of Supply Chain Management", 2009, 1stEd Jaico,
5. Chandrasekaran. N, "Supply Chain Management process, system and practice", 2010, Oxford Press
6. Altekar, V. Rahul, "Supply Chain Management", 2005, PHI.
7. Leenders, Michiel R and others, "Purchasing and Supply Chain Management", 2010, TMH.
8. Coyle, J.J., Bardi E.J, "A Logistics Approach to Supply Chain Management", 2009 Cengage
9. Ling Li, "Supply Chain Management: Concepts, Techniques and Practices", 2009, Cambridge.
10. Kachru Upendra, "Exploring the Supply Chain Theory and Practice", 2009, Excel books.

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-V PAPER CODE-MBAE- 502-F1**  
**Discipline Specific Elective**  
**Course: INVESTMENT MANAGEMENT**

**Course Objectives:**

1. To explain the basic concepts of risk and return
2. To explain the various methods of investment analysis
3. To understand the features and valuation of debt and equity instruments
4. To explain the concept of portfolio and the various portfolio theories
5. To describe portfolio evaluation methods

**Course Outcomes:**


1. Differentiate various venues 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

  
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### **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 underpriced 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 Readings:**

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, 1<sup>st</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. Mayo, "Investments: An Introduction", Thomson-SouthWestern. 9<sup>th</sup> Ed.
7. S. Chand" Investment Management: Security Analysis & Portfolio Management".
8. S. Kevin, "Security Analysis and Portfolio Management", PHI.
9. Punithavathy Pandian, "Security Analysis and Portfolio Management", Vikas Publishing

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-V PAPERCODE-MBAE-502-F2**  
**Discipline Specific Elective**  
**Course: FINANCIAL SYSTEM AND SERVICES**

**Course Objective:**

- 1) To create awareness about Financial System and Financial services in India.
- 2) To learn about the role of financial institutions in India
- 3) To understand the importance of Venture Capital

**Course Outcomes:**

- 1) To explain the importance, functions of financial system and financial services
- 2) To understand the concept of merchant banking and its functions
- 3) To learn the venture capital financing modes used to raise finance
- 4) To understand factoring, bill discounting and credit rating services needed for businesses

**Unit I: The Financial System in India**

Functions of the Financial System – structure of Indian financial system– Indian Money market– composition of money markets–money market instruments. Indian Capital Market– Importance of Capital Market, Classification of Indian capital market– Primary Market and Secondary Market - Products and Participants– Regulation of capital market – Recent trends in Indian capital Market.

**Financial Services:** Meaning, scope, Features and Importance of Financial Services. Classification of Financial service Industry, Financial Innovation – Causes for Financial Innovation. New Financial products and services – Fintech services – types, growth and, Present scenario and Challenges.


**Unit-II: Financial Institutions**

Evolutions of banking in India -Functions of RBI and regulatory framework– Commercial banking in India – Role of private sector banks and public sector banks – changing role of commercial bank in India .NBFCs – Role and functions. Financial institutions in India – NABARD, SIDBI, EXIM Bank and NHB

**Unit III: Introduction to Merchant Banking**

Concept and Evolution of Merchant Banking in India- Functions of a Merchant Banker –Regulatory Framework for Merchant Bankers in India-SEBI guidelines

**Issue Management – Process and Underwriting** -Public issue management – functions –categories of securities issue– role of issue manager, Obligations Relating to issues-Pricing of Issue-Underwriting

  
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#### **Unit-IV: Venture Capital Financing:**

Origin-concept of venture capital financing-The Paradigm shift in venture capital- Features-Importance of VCF- Stages of VCF- Factors affecting VCF-Selection procedure of venture capitalists-Venture Capital Industry in India-Venture capital providers in India- SEBI (venture capital fund)Regulations- Indian venture capital scenario- Evaluation of VCF –Conventional valuation-First Chicago Method- Revenue Multiplier Method- -Role of TDICI in building venture capital fund-Exit strategies of venture capitalists- Issues-Challenges & Suggestions for the growth of venture capital finds in India


#### **Unit-V: Factoring and Credit Rating:**

**Factoring:** Factoring concept, process and forms. Functions of a factor cost of factoring, Legal aspects of factoring, Factoring scenario in India. Bill discounting Legal aspects of bill discounting, Difference between and Bill discounting and factoring.

**Credit rating:** Meaning and Process of Credit rating of financial instruments, Rating methodology .Introduction to various Rating Agencies. Rating Symbols of different companies

#### **Suggested books:**

1. E. Gordon and K. Natarajan , 2019, Financial Markets, Instruments and Financial Services, 11<sup>th</sup> edition, Himalaya Publication House, Mumbai.
2. Clifford Gomez, “Financial Markets, Instruments and Financial Services”, PHI Learning Private Limited, Delhi, 2015
3. L.M. Bhole: Financial Institutions and Markets, TMH, 2012.
4. M.Y. Khan, Financial Services , TMH, 2012.
5. Dr. Vasanth Desai, Financial Markets and Financial Services, 2013 Himalaya Publishing House, Mumbai.
6. Shashi K. Gupta, Nisha Aggarwal and Neeti Gupta, “Financial Services”, Kalyani Publishers, 6<sup>th</sup> Revised Edition
7. Bhatia B.S. and Gupta G.S. Management of Financial Services, Deep and Deep,
8. Ghosh, P.K. and Gupta, G. S. Fundamentals of Lease Financing, Vision Publishers, New Delhi.
9. Gupta, S.K., NishaAggarwal, Financial Services, Kalyani Publishers, New Delhi.
10. Nalini Prava Tripathy, Financial Services, Prentice Hall of India Pvt. Ltd, New Delhi.
11. Guruswamy, S. Financial Services and Markets, Thomson Learning, Singapore.
12. Anbarasu Joseph D, Boominathan VK ,Mohan Man, Gnanaraj G, “Financial Services”, S.Chand Publications
13. V.A. Avadhani, “Financial Services in India”, HPH

  
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# MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

## SEMESTER-V PAPERCODE-MBAE-502-M1

### Discipline Specific Elective

### Course: MARKETING ENGINEERING

#### Course Objectives:


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:

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: Understanding marketing engineering

Marketing Engineering approach, Key Concepts of Marketing Engineering (ME) Model, Verbal Model, Box and Arrow Model, Response Model, Mathematical Model, Models Vs Judgments, 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.

  
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## **Unit-II: Segmenting, Targeting and positioning in marketing**

Segmentation, Targeting, Positioning-Traditional segmentation, Targeting, Positioning through Brand Linkages, Perceptual maps, Preference maps, Limitations of Perceptual and Preference map forecasting methods, Judgmental 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 model:**

Market Response Models: Concept of a Response Model, Response Models-Aggregate, Response Model, and Individual Response models, Shared expenditure model, Qualitative response models.

## **Unit-IV: Strategic marketing models:**


Strategic market analysis, Strategic marketing, Decision making, Advertising budget Model, Rao & Miller Model, Adbudg model, the Full model, Advisor model, Media decisions, Steps in Ad design Ad cad systems, Syntex approach.

## **Unit-V: Marketing mix models**

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 HI.
2. Gary L Lilien, Philip Kotler, Sridhara Moorthy, "MarketingModels",2005, PHI
3. Gary L Lilien, Arvind Rangaswamy "Marketing Engineering", 2006 Trafford Publishing.
4. Paul W Farris, Neil T Bendle, Phillip E. Pfeifer, David J. Reibstein,"MarketingMetrics",2010Wharton School Publishing.

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

**SEMESTER-V PAPER CODE-MBAE-502 M2**

**Discipline Specific Elective**

**Course: ADVERTISING AND RETAIL MANAGEMENT**

**Course Objectives:**

1. To sensitize students on various dimensions of the promotion mix
2. To help gain a 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:**


1. After reading this course you should be able to;
2. Understand the importance of advertising in the marketing mix
3. Establish the importance of creativity in and campaign
4. Determine the comparative importance of organized retailing sector vis-à-vis unorganized sector
5. Compare the functions and performance of organized retail sector to others
6. 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

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

# MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

## SEMESTER-V PAPER CODE-MBAE-502-H1

### Discipline Specific Elective

#### Course: COMPENSATION MANAGEMENT

##### Course objectives:

1. To demonstrate various perspectives of compensation management
2. To provide thorough knowledge of planning and administering compensation in different sectors.
3. To understand the nature of executive and international compensation

##### Course outcomes:

Upon completion of this course, the student will be able to:


1. Understand the fundamental concepts and theories of compensation.
2. Recognize the importance of compensation strategy.
3. Analyze, integrate, and apply the knowledge of administering wages in different sectors according to the different wage laws.
4. Comprehend the employee benefits and services
5. Appreciate the advancements in managing compensation at global level.

##### Unit- I: Fundamentals of Compensation:

Concept of Compensation; Different perspectives of Compensation – Stakeholders and determinants of compensation Compensable Factors; Wage Differentials and Types of Compensation–Base pay, Variable Pay, Benefits, Incentives; The concepts of Minimum wage, Fair wage, Living wage, Money and real wages; Wage Theories –Macro and Micro.

##### Unit -II: Compensation Planning and Employee Contributions

Developing a total Compensation Strategy and Pay Roll Management System– Competitive Advantage –Compensation Structure –Wage and Salary surveys, the wage curve, Pay grades and Rate ranges, Preparing Salary matrix; Compensation management's association with Employee Motivation, Job design and Job evaluation; Performance-related compensation, Individual and team-based compensation.

  
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### **Unit -III: Wage Administration**

Wage Administration, Wage Policy and Wage Legislation in India - The Minimum Wages Act, 1948. The Payment of Wages Act, 1936. The Payment of Bonus Act, 1965. The Equal Remuneration Act, 1976. The Payment of Gratuity Act, 1972. The Employees' Provident Fund and Miscellaneous Provisions Act, 1952; Wage Structure in different Sectors – in Central Government, in State Government, in PSEs and in Nationalized Banks; Wage Boards-structure, scope and functions–Pay Commissions– Compensation Committees; Compensating contingent employees.

### **Unit-IV: Employee Benefits and Services**


Legally required and Discretionary employee benefits; Employee services; Designing, Planning and Administration of benefits program, Totally integrated employee benefits; Fringe Benefits and Voluntary Retirement Schemes.

### **Unit-V: Executive and International Compensation**

Nature and management of Executive compensation; Executive Compensation theories– Agency theory, tournament theory and Social comparison theory. International Compensation - Design and Approaches to International remuneration with special reference to expatriates and the remuneration of third country nationals. Challenges of international compensation

### **Suggested Readings:**

1. Joseph J. Martocchio, Strategic Compensation- 3<sup>rd</sup> Edition
2. Dr. Pradeep Kumar Das, Dr. Madan Chettri and Ms. Roshni Tamang., Compensation Management, Lulu Publication, 2021,
3. Tapomoy Deb, Compensation Management – Texts and Cases, Excel Books, 2009
4. S.K. Bhatia, New Compensation Management in Changing Environment–Managerial Remuneration and Wage & Salary Administration, A Professional Manual, Deep and Deep Publications Pvt. Ltd, 2009
5. R.C. Sharma and Sulabh Sharma, Compensation Management, Sage Publications, 2019
6. Dr. Kanchan Bhatia, "Compensation Management", HPH
7. Peter T. Chingos, "Paying for Performance: A guide to Compensation Management, Wiley Publications.
8. Milkovich, Newman & Gerhart, Compensation ,Tata McGraw Hill, 2011,
9. Richard I, Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 2009, 10<sup>th</sup> Edition.
10. BD Singh, Compensation and Reward Management, 2008, Excel Books.
11. Dr. Vinay Ojha, "Compensation and Reward Management", 2019,
12. Luis R. Gomez-Mejia & Steve Werner ,Global compensation -Foundation and perspectives Rutledge, 2008
13. Mousmi S. Bhattacharya & Nilanjan Sengupta Compensation Management, Excel Books, 2009, 1<sup>st</sup> Edition.
14. Dipak Kumar Bhattacharya Compensation Management-Oxford University Press, 2015

  
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# MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

## SEMESTER-V PAPER CODE- MBA E-502-H2

### Discipline Specific Elective

#### Course: INDUSTRIAL RELATIONS AND LABOUR LAWS

#### Course Objective:

1. To create awareness among Management students.
2. To impact industrial relations
3. To know ILO standards
4. To know managerial perspectives of Labour Laws.

#### 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

#### 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 code2020.

#### 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

  
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Act, 1926; Challenges of Trade Unions in India, Changing industrial environment and Role Trade Union in Globalized economy.

#### **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 ILO 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, 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.

#### **Suggested Readings**

1. New Labour and Industrial Laws, Taxmann Publications, New Delhi, 2020
2. Mishra, SN, Labour and Industrial Laws, Central Law Publications, 2018
3. Ghosh, P and Nandan, S, 2015, Industrial relations and Labour Laws, McGraw Hill Publishers.
4. Goswami, V.G., Labour and Industrial Laws, Allahabad, Central Law Agency, 2015
5. Srivastava, SC, Industrial Relations and Labour Laws, Vikas Publications, New Delhi, 2012
6. C.S Venkata Ratnam, "Industrial Relations", Oxford University Press, New Delhi, 2009
7. Sukomal Sen, 1997, "Working Class in India, History of Emergence and Movement (1830-1990)", National Book Agency, Kolkata.
8. Srivastava, S.C, "Industrial Relations and Labour Laws", 5th Rev., Vikas Publication House, New Delhi, 2006
9. Singh B.D, 2008, "Industrial relations and labor laws", Excel books.
10. P.K. Padhi, 2009, "Labour and Industrial Laws", PHI Learning Pvt Ltd

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

## **SEMESTER- V PAPER CODE- MBAE-502 S1**

### **Discipline Specific Elective**

#### **Course: DATABASE 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 data base creation and interaction.
5. Analyze and Select storage and recovery techniques of data base system.

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

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

##### **Unit-I: 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-II: 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-III: Query Processing and Optimization and Storage Strategies:**

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

  
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#### **Unit-IV: 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-V: 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, Allview and its types, transaction control commands

#### **Suggested Readings:**

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

## **Course: DATABASE 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.

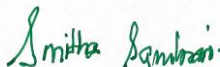
Experiment 16: To make use of different clauses viz where, group by, having, order by, union, intersection, set difference.

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-V PAPER CODE-MBAE-502-S2

### Discipline Specific Elective

#### 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. Micrometrics makes the students to identify data gaps
4. The business models may help in better decision-making

#### Unit-I: Introduction to Business Analytics:

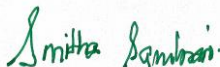
Definition of Business Analytics, Categories of Business Analytical methods and models, Business Analytics in practice, Big Data - Overview of using data, Types of data- Business decision modeling

#### 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.

  
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#### **Unit-IV: Prescriptive Analytics:**

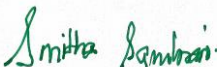
Overview of linear optimization, Nonlinear programming, Integer optimization, Cutting plane algorithm and other methods, Decision Analysis-Risk and uncertainty methods- Text analytics, Web analytics.

#### **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 Readings:**

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-V PAPERCODE-MBAE-503**

**RESEARCH DESIGN**

A Research Design seminar presentation to be made by the student on the topic chosen for Project Work. A synopsis must be submitted to the college.

The Research Design Seminar will consist of


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

  
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**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-V PAPERCODE-MBAE-504**

**PROGRESS SEMINAR**


Students must present their Progress of Research Seminar showing the extent of work done on the Project chosen. A write up on the Progress Work must be submitted to the college.

  
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**MBA Year-III Semester–VI (Eve)**

<b>Course Code</b>	<b>Course Title</b>	<b>Nature</b>	<b>Credits</b>	<b>HPW (Th+Tu+P)</b>	<b>Max Marks (CIE+SEE)</b>
MBAE-601	Business Intelligence	Core	4	4Th +1 Tu	30+70
MBAE-602	<b><u>Finance</u></b>	Elective			
602-F1	Banking & Insurance		5	4Th +1 Tu	30+70
602-F2	International Finance		5	4Th +1 Tu	30+70
	<b><u>Marketing</u></b>				
602-M1	Buyer Behaviour		5	4Th +1 Tu	30+70
602-M2	Services and Digital Marketing		5	4Th +1 Tu	30+70
	<b><u>Human Resources</u></b>				
602-H1	Leadership and Change Management		5	4Th +1 Tu	30+70
602-H2	Performance Management		5	4Th +1 Tu	30+70
	<b><u>Systems with Business Analytics</u></b>				
602-S1	Data Visualization		5	3Th+2P	30+50+20P*
602-S2	Data Mining for Business		5	4Th+1Tu	30+70
MBAE603	Dissertation		1		25
MBAE604	Final Presentation		2		50
MBAE605	Viva Voce during Final Presentation		1		25
<b>Credits for VI Semester</b>			<b>18</b>		<b>400</b>

- **HPW – Hours Per Week**
- **CIE – Continuous Internal Exam**
- **SEE – Semester End Exam**
- **Th- Theory**
- **Tu – Tutorial**
- **P - Practical**

  
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# MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

## SEMESTER-IV PAPER CODE -MBAE601

### Course: BUSINES INTELLIGENCE

#### Course Objectives:

1. To provide an understanding of business intelligence and related concepts
2. To understand the importance data warehousing and Data Mining in the context of technological advancements in data base management
3. To introduce various concepts like Business Performance Management, Business Analytics and Data Visualization and their utility

#### Course Outcomes:

1. By taking this course the learner would be able to understand the importance of BI as good decision support system in an organization
2. Enable the learner to get a holistic perspective of BI tools
3. Provide a theoretical framework for the understanding of data warehousing and data mining

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

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

#### Unit-II: Data warehousing and Data mining

Date Warehousing (DWH): - Definition, Characteristics, types,-Date warehousing frame work, Data Warehousing architecture, Alternative architectures, Data ware housing integration, Data ware housing- Development approaches, Real time data warehousing.

Data Mining: - Definition, Characteristics, Benefits, Data 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:**

Business Analytics- Definitions, Tools and techniques of BA, Advanced business analytics  
Business Analytics and Web usage, Benefits and success factors of Business Analytics.  
Data Visualization: Definition, New direction in Data Visualization, GIS, GIS v/s GPS

### **Unit-V: Business Intelligence implementation and emerging trends:**

Implementing Business Intelligence-Implementation Factors, Critical success factors of Business implementation, Managerial issues related to BI implementation, Business Intelligence and integration -Types, Need, and Levels of Business Intelligence integration.  
Emerging trends in Business Intelligence implementation, social networks and Business Intelligence, Collaborative decision making, Reality mining.

### **Suggested Readings:**

1. Business Intelligence-A Managerial Approach, Turban, Sharada, Delen, King- Pearson - Second Edition-2014.
2. Turban, Aaronson, Liang, Sharada, Decision Support and Business Intelligence Systems- Pearson, latest Edition.
3. Successful Business Intelligence, Cindi Howson, McGraw Hill Education-Indian Edition.
4. N. Rajeshwari, Business Intelligence- A hands on approach 1<sup>st</sup>Edition, PHI
5. Ramesh Sharda, Turban E, Business Intelligence and analytics, 10<sup>th</sup> Edition, Pearson Books
6. Bernard Marr, "Data strategy" Kogan Page publishing
7. Anoop V K Kumar, "Business Intelligence demystified" 1st edition 2022, BPB publications
8. Jarke M, Fundamentals of Data Warehousing, 2<sup>nd</sup> edition Springer India publication
9. Paulraj Ponniah, Data warehousing fundamentals for IT professionals, 2<sup>nd</sup> edition , John Wiley books
10. Lather A S, Anil K Saini "Business Intelligence and data warehousing" 2018, Narosa publication

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-VI PAPER CODE – MBAE-602-F1**  
**Discipline Specific Elective**  
**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 creditworthiness 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.

  
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#### **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 under privileged; 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, 7<sup>th</sup> 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,JaicoPublishingHouse,2008.
8. Risk Management&Insurance,S.Arunajatesan,T.R.Viswanathan,MacMillan2009.
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.MishraandS.B.Mishra,S.Chand,16<sup>th</sup>Edition.

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-VI PAPER CODE- MBAE-602-F2**  
**Discipline Specific Elective**

**Elective: 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:**


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. Bretton 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.

  
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### **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:**

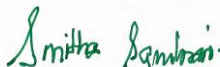
Nature of International finance functions and the scope of International Financial Management, TFM and Domestic FM, Foreign investment decision-Foreign direct investment (FDI)-motives, FDI theories-theory of comparative advantage, OLI paradigm of FDI in India, modes of foreign investment, evaluation of overseas investment proposal using NPV and APV, International cashmanagement,multinationalcapitalstructuredecision,Costofcapital,Internationalportfoliodiversification-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, rein voicing 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 Readings:**

1. Eun C.S., Resnick B.G., "International Financial Management", 2010, Tata McGraw Hill Education Pvt. Ltd., 4thEd. Special Indian Edition.
2. LeviM., "International Finance", 2009, 5<sup>th</sup> Ed. Routledge, Taylor &Francis Group.
3. Shailaja G, "International Finance", 2011, 2<sup>nd</sup> Ed. Orient Blackswan.
4. Hendrik VandenBerg, "International Finance and Open Economy Macro Economics", 1<sup>st</sup> Ed, Cambridge Press, 2009
5. Madura J., "International Financial Management", 2010, 4<sup>th</sup> Ed, Cengage Learning.
6. "Risk Management, Indian Institute of Banking & Finance, Macmillan. 2006
7. Madhu Vij, "International Financial Management", 2010, 3rdEd.ExcelBooks.
8. Jain, Peyrard and Yadav "International Financial Management," Trinity Press.

  
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**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS  
SEMESTER-VI PAPER CODE- MBAE-602 M1  
Discipline Specific Elective**

**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: Understanding Buyer Behaviour**

Introduction to buyer behaviour, Contemporary dimensions of buyer behaviour, Buyer behaviour research process, Concepts and theories of motivation marketing implications, Motivation and buyer behavior, motives and motivation theories, personality and its role in buyer behavior.

**Unit - II: Components of buyer behaviour**

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

  
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### **Unit - III: Role of culture and groups**

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 groups. Role of family life cycle in buyer behavior

### **Unit - IV: Attitude and buyer decision process**

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 attitudes, Learning of attitude, Sources of influence on attitude formation

### **Unit - V: Models of Buyer behaviour**

Models of buyer behavior: Modeling behavior, Traditional models, Contemporary models, Generic models of buyer behavior, Howard Sheth model, Engel Blackwell model and Rao-Lilien model, Consumerism

### **Suggested Readings:**

1. Schiffman and Kanuk, "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, 2014, oxford University Press.
5. Gary Lilien, "Marketing Models", 2000, PHI.
6. Suja R. Nair, "Consumer Behaviour in Indian perspective", 2010, HPH.
7. Shethand Mittal, "Consumer Behavior", 2004, Thomson Learning.
8. Satish Batra, "Consumer Behavior", 2009, Excel Books New Delhi.



**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER- VI PAPER CODE-MBAE-602-M2**

**Discipline Specific Elective**

**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 to 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.

  
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### **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 failures, Service recovery, Employee role in service designing, importance of service employee, Quality-productivity trade off, Physical evidence in services, Types and role of service space

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

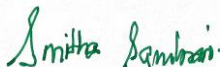
Digital Marketing, Importance of digital marketing. Difference between traditional marketing and digital marketing, Trends and scenario of the industry, Search Engine Optimization (SEO), History & Growth of SEO, Campaign Creation, Google Adwords, Ad Creation, Approval & Extensions, Site Targeting, Keyword Targeting, Demographic Targeting/ Bidding.

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

Social Media Marketing & social media, Slogging, Social Networking, Video Creation & Sharing, Use of Different Social Media Platforms, Content Creation, and Web Analytics, Campaign Tagging & Reporting, Email Marketing, Introduction to Audience Reports, Traffic & Content Report, Linking, Real-Time Data.

### **Suggested Readings:**

1. Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit, "Services Marketing- Integrating Customer Focus Across the Firm", Tata McGraw Hill Publishing Co, New Delhi.
2. Vasanti Venugopal, Raghu, "Services Marketing", Himalaya Publishing House.
3. Douglas Hoffman and John E. G. Bateson "Services Marketing: Concepts, Strategies and Cases, Cengage Publications
4. Sucharith Debnath and Dr. Indrajit Sha, "Services Marketing" Nitya Publication.
5. Services Marketing: People Technology, Strategy-Wirtz Jochen, Lovelock Christopher, Pearson,

  
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# MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

## SEMESTER-VI PAPER CODE- MBAE-602-H1

### Discipline Specific Elective

#### Course: LEADERSHIP AND CHANGE MANAGEMENT

##### Course Objectives:

1. To study Leadership basic qualities
2. To understand various change models in organizations.
3. To assess various change models, impact on organization development.

##### Course Outcomes:

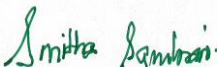
1. The student will gain knowledge and understanding of different leadership styles and models.
2. The student will be familiarized with the drivers, methods and model of change.
3. The student will understand the role of leaders as change agents

##### 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.

  
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### **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 McCalman's model of perpetual transit in management-Types of individual, group and organizational change, Organizational Change matrix.

### **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 Readings:**

1. Cameron & Green, "Making sense of change mgt", 2009, Kogan page.
2. Peter G. Northouse, "Leadership", 2010, Sage Publications
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 Organizations", 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. Jeffry Russell, "Change Basics", 2006, A STD Press.
10. N. Sengupta, "Managing Change in Organizations", 2006, PHI.
11. Srivasthava, "Transformation Leadership", 2008, Macmillan

# MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

## SEMESTER-VI PAPER CODE- MBAE-602-H2

### Discipline Specific Elective

#### 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 provide knowledge of the processes performance bench-making and frameworks of Competencies
3. The Course gives an understanding of various performance metrics and models.

#### Course Outcomes:


1. To produce competent executives
2. To transform performance appraisals Performance Management
3. 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 behaviour and outcomes, Attribution theory-Causal matrix, Diagnosis and performance improvement, Performance review, Performance analysis.

  
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### **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 Readings:**

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.

# MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

## SEMESTER-VI PAPERCODE- MBAE-602-S1

### Discipline Specific Elective

#### 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.
3. Facilitates understanding of the application of dashboards in data visualization

#### 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.

  
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## **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.

### **Suggested Books:**

1. Dick Kusleika, "Data Visualization with Excel Dashboards and Reports, 2020,Wiley
2. Claus OWilke, "Fundamentals of Data Visualization, O'Reilly
3. Andres Fortino, "Data Visualization for Business Decisions"
4. Scott Murray "Interactive data visualization for the Web"
5. Andy Kirk "Data Visualization" 2<sup>nd</sup> edition, Sage Publication
6. Dr. Shirshendu Roy "Data Visualization: Using Power Bi Orange and Excel, Notion Press, 2023
7. Jeffrey Ohlmann, Michael Fry, "Data Visualization Exploring and Explaining with Data"1<sup>st</sup> Edition, 2022, Cengage India
8. Andy Kirk, "Data Visualization: A successful design process" 2012, Pack t Publication
9. Alex Campbell, "Data Visualization: Ultimate guide to data mining and visualization, 2022
10. Aakash Gohil, "Data Visualization and storytelling for Business analyst, 2022 Notion Press



# MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

## SEMESTER-VI PAPERCODE- MBAE-602-S2

### Discipline Specific Elective

#### Course: DATA MINING FOR BUSINESS

#### Course Objectives:

1. To familiarize a management student with concepts related to data mining, data mining tasks and applications of data mining.
2. Teach students how to evaluate performance of data mining models using metrics
3. Understand ethical and privacy concerns related to data mining

#### Course Outcomes:

1. Enables students to understand the role of data mining in business and decision-making process.
2. Enable to explore practical applications of data mining in various business areas
3. Develops the ability to recognize meaning patterns and trends in data and interpret it

#### Unit-I: Introduction to Data Mining:

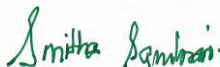
Definition- Data Mining and Knowledge Discovery- Motivating Challenges-Origins of Data Mining-Data Mining Tasks.

#### 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:

Association: Definition-Market-Basket Analysis, Naïve Algorithm, Apriori Algorithm, Software for Association Rule Mining. Classification and prediction: Decision tree, Bayesian classification, Rule-based Classification, Prediction –Linear Regression. Clustering: Basic issues in clustering, partitioning methods-clustering analysis software.

  
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#### **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 Readings:**

1. Pang-Ning Tan, Michael Pang, Vipin Kumar, "Introduction to Data Mining", 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. N. P. Gopalan, B. Sivaselvan , Data Mining : Techniques And Trends, Prentice-Hall of India Pvt. Ltd
5. Vikram Pudi, "Data Mining: Concepts and Techniques" 2022, Oxford Press
6. Gordon S Linoff, Michael J A Berry, "Data Mining Techniques" 3<sup>rd</sup> Edition, Google Books
7. Jain Pei and Jiawei Han and Micheline Kamber," Data Mining: Concepts And Techniques" 3<sup>rd</sup> Edition Elsevier Science

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-VI PAPER CODE- MBAE-602-S1**  
**Discipline Specific Elective**

**Course: DATA VISUALIZATION WITH MICROSOFT POWER BI -PRACTICAL**

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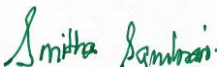
# **MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**

## **Semester-IV – MBAE603**

### **DISSERTATION**

A dissertation has to be prepared and submitted at the end of the IV semester. This carries one credit. A broad outline for the dissertation is as follows:

1. Introduction
2. Review of Literature
3. Research Methodology
4. Data analysis and findings
5. Conclusions, Suggestions and Recommendations
6. Annexure (Bibliography / References / Questionnaire)

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

**Semester-IV – MBAE604**

## **FINAL PRESENTATION**

A final presentation of the research / project work carrying two credits (50 marks) is compulsory. This will be at the end of semester IV.



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

**Semester-IV – MBAE605**

### **VIVA VOCE DURING FINAL PRESENTATION**

The viva voce during final presentation will carry one credit and cover various aspects of the research project and also topics covered in the program curriculum. It will be a comprehensive viva voce.



**CHAIRMAN**  
**BOS IN BUSINESS MANAGEMENT**  
**OSMANIA UNIVERSITY,**  
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