

**ACADEMIC RULES AND REGULATIONS
OF TWO - YEAR M.B.A PROGRAMME (Autonomous)
FROM A.Y: 2024-25**

1. ADMISSION PROCESS

Candidates seeking admission into M.B.A. Programme must be:

Bachelor degree holder of Osmania University or a degree recognized by the university as equivalent thereto and / (or) as per the rules laid down by the University.

The candidate seeking admission must qualify in the Entrance Examination, conducted by the appropriate authority in the year of admission as per the norms prescribed by Government of Telangana from time to time.

Seats in MBA Programme in the Institute are classified into two categories i.e., Category–A and Category–B as per the GOs.

Category – A Seats

70% of the sanctioned seats shall be filled through counseling as per the rank secured by a candidate in the Common Entrance Test (TSICET) conducted by the Government of Telangana and as per other admission criteria laid down in the GOs.

Category – B Seats

30% of sanctioned seats shall be filled by the Institute as per the GOs issued by the Government of Telangana from time to time.

MEDIUM OF INSTRUCTION

The medium of instruction shall be English for all the courses including their content delivery, examinations, seminars,

presentations and project evaluation as prescribed in the Programme curriculum.

2. DURATION

The duration of the course comprises of four semesters spread over 2 years. Each semester is of 16 weeks duration.

MAXIMUM DURATION

- a. Candidate who fails to fulfill all the requirements for the award of the degree as specified herein after within (N+2) academic years from the time of admission, will forfeit his/her seat in the Programme and the admission will stand cancelled, where 'N' is the no. of years of Programme of study.

3. RULES OF ATTENDANCE

1. Candidates admitted to the MBA Programme of study are required to pursue a "Regular Programme of study" before they are permitted to appear for the Semester End Examination.
2. "A regular Programme of study" means putting in attendance of not less than 75% in each semester and registering for the examination.
3. In special cases and for sufficient cause shown, the Principal/ Chairman Academic Council may, on the specific recommendations of the Head of the Department, condone the deficiency in attendance to the extent of 10% on medical grounds subject to submission of medical certificate and payment of condonation fee as prescribed by the Governing Body.

4. PROMOTION RULES

A student will be promoted subject to the following rules:

I Semester to II Semester

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

II Semester to III Semester

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption), registered for the II Semester examination and should have secured at least 50% of total credits of I & II Semesters put together.

III Semester to IV Semester

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

5. Cancellation of Admission

The admission of a candidate admitted to the MBA stands cancelled if: He / She does not put in at least 40% of attendance in Semester-I and seat will be forfeited.

Or

He /She fails to fulfill all the requirements for the award of the degree as specified, within 4 academic years from the time of admission.

6. Project Work

The students should undertake the Project-internship during the summer vacation intervening between II & III Semesters.

Project work should be carried out in the Final Year of MBA Programme i.e., IV Semesters.

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

The Project Work should be undertaken under the supervision of the Faculty Member assigned for the purpose. The Project Report should be submitted at least one month before commencement of Final Semester Examination.

7. Rule For Offering Electives

The minimum number of students required for offering an Elective / Specialization shall be 20% of students on rolls of the college for Final Year subject to a minimum of 10 students.

8. Evaluation System

Continuous Internal Evaluation (CIE - 40M)

Continuous Internal Evaluation (CIE) shall consist of:

- i. Internal Examination (25 marks)**
- ii. Case Study Analysis (5 marks)**
- iii. Assignments (5 marks) and**
- iv. Class Assessment (C.A - 5 marks)**

i. Internal Examination (25 marks):

For Theory Courses, two written examinations shall be conducted in each Semester as per the academic calendar. Each written examination shall be evaluated for 25 marks.

Question paper pattern for internal examination (25 Marks) shall be as follows:

PART A: 5 X 2 M = 10 M. All questions are compulsory

PART B: 3 X 5 M = 15 M. In Part B three out of four questions have to be answered.

Average of the two internal tests shall be calculated and used as the final internal marks for each course.

ii. Case Study Analysis (5 marks):

The candidate has to undertake case studies on relevant topics/work, analyze and submit the report.

iii. Assignments (5 marks):

One assignment for each unit/Course Outcome is required to be submitted to a maximum of 5 marks and it will be evaluated by the concerned faculty. Average of all assignment marks will be considered.

iv. Class Assessment (CA – 5 marks):

The CA marks of each subject will be acquired by performing any one of the following activities during the semester.(Participations in Inter-College Competitions / Paper Presentations/Publications/Seminars/Peer learning/Group discussion etc.)

The valuation and verification of answer scripts of CIE shall be completed within a week after the conduct of the examination.

Practical Learning:**I Semester**

Activity	Marks
Behavioral Lab	Max. Marks (50M)

II Semester

Activity	Marks
Business Analytics Lab	Max. Marks (100M)

III Semester

Activity	Marks
Certification Courses (SWAYAM, NPTEL or Relevant online Recommended Course etc)	Max. Marks (50M)

IV Semester

Activity	Marks
Main Project	Max. Marks (100M)

Semester End Examination (SEE - 60 M)

Question paper pattern for SEE (60 Marks) shall be as follows:

PART-A: 5 X 2 M = 10 M

There shall be one question from each unit. All questions are compulsory.

PART-B: 5 X 10 M = 50 M

There shall be 8 questions - one question from each of the five units and 6th question covering 1st and 2nd units, 7th question covering 3rd and 4th units and 8th question covering 5th unit and any other units from 1 to 4 having more weightage. 5 questions are to be answered out of the eight and each question carries 10 marks.

There could be a maximum of three sub-divisions in each of the 8 questions in Part B.

Course Outcome, Blooms Taxonomy levels and Maximum Marks are to be indicated against each question both in CIE and SEE question paper.

Project Report and Viva-Voce Examination

- Submission of Project Report, presentation and Viva Voce examination will be evaluated for 100 marks by external, internal guide and PRC committee. The division of the marks shall be as follows:

Final Presentation - 50

Viva-vice - 50

Laboratory Courses

- i. Continuous Evaluation Method is adopted for laboratory course and 40 marks are allocated for CIE. At the end of each experiment, the student is evaluated by allocating marks as given under.
 - Execution and Results - 20 marks
 - Viva-Voce - 10 marks
 - Record -10 marksAverage of marks obtained in all experiments is considered as the marks obtained in CIE.
- ii. SEE for Laboratory course will be conducted by Internal and External Examiners, 60 marks are allocated for the Lab course and distribution of marks is as follows:
 - Procedure - 10 marks
 - Execution and Results - 30 marks
 - Viva-voce - 20 marks

2. Award of Degree

Following are the requirements:

- i. The student shall have passed in all the courses and secured the number of credits as prescribed in the programme structure offered and should obtain a CGPA of at least 4.5.
- ii. The student shall not have any disciplinary actions pending against him/her.

Only CGPA will be shown in the Consolidated grade sheet and Division is not shown. However, the conversion table of CGPA into Division will be given on the back side of the Consolidated memo to facilitate the students to meet the requirements of recruiters.

CGPA SCORE	EQUIVALENT DIVISION
≥7.5	First Division with distinction
≥6.5 and <7.5	First Division
≥5.5 and <6.5	Second Division
≥ 4.5 and <5.5	Pass division
Below 4.5	Fail

10. GRADING SYSTEM

Grades are awarded based on the combined marks secured in the Semester End Examination (SEE) and Continuous Internal Evaluation (CIE) as per the criteria stated in the following Table:

Academic Performance % of Marks	Letter Grade	Grade Points
≥95	S+	10
≥90 and < 95	S	
≥80 and < 90	A	9
≥70 and < 80	B	8
≥60 and < 70	C	7
≥50 and < 60	D	6
≥40 and < 50	E	5
< 40	F	0

Minimum Qualifying Marks

i	Theory Course (SEE)	40%	E grade
ii	Theory Course (CIE+SEE)	40%	E grade
iii	Laboratory Course (SEE)	50%	D grade
iv	Laboratory Course (CIE+SEE)	50%	D grade
v	Seminar (CIE)	50%	D grade
vi	Project work (SEE)	50%	D grade

11. Semester Grade Point Average (SGPA) & Cumulative Grade Point Average (CGPA) Calculation:

- (a) A student is said to have earned credits if he/she secures letter grade 'E' and above
- (b)
$$SGPA = \frac{\sum [\text{Letter Grade Point} \times \text{Credits}]}{\sum \text{Credits}}$$

SGPA is calculated upto second decimal point

SGPA is calculated only when all subjects in that semester are Cleared / Passed

- (c)
$$CGPA = \frac{\sum [(SGPA) \times (Total Credits)]}{\sum (Total Credits)}$$

CGPA at a given point of Semester is calculated upto second decimal point.

CGPA is calculated only when total credits earned are equal to total credits upto a Semester in which the candidate has last appeared for Semester End Examination.

- (d) Memorandum of Marks should indicate total number of credits and total number of credits earned upto a point of Semester.

AWARD OF RANK CERTIFICATE/GOLD MEDAL

- (a) A student securing highest CGPA in **single attempt** is eligible for award of Rank Certificate/Gold Medal.
- (b) A readmitted student is not eligible for award of Rank Certificate/Gold Medal.

2. TRANSITORY REGULATIONS

- 1. Whenever a Course or Scheme of Instruction is revised / modified in a particular semester/year, two more examinations immediately following thereafter shall be conducted according to the old syllabus/regulations, provided the content in the course has changed more than 40%.
- 2. Candidates not appearing at the examinations or failing in them shall take the examination subsequently according to the revised syllabus and regulations.

MCET (AUTONOMOUS) MBA STRUCTURE & SYLLABUS

MBA Semester- I

Course Code	Course Title	Nature	HPW		Credits	Max Marks (CIE+SEE) (40+60=100)
			L	P		
MB101C	Management & Organizational Behavior	Core	4	-	4	40+60
MB102C	Accounting for Management	Core	4	-	4	40+60
MB103C	Managerial Economics	Core	4	-	4	40+60
MB104C	Statistics for Management	Core	4	-	4	40+60
MB105C	Business Law and Ethics	Core	4	-	4	40+60
MB106C	Business Environment	Core	4	-	4	1
MB107C	Managerial Communication	Core	4	-	4	40+60
MB108C	Behavioral Lab		-	2	1	50
Semester Credits			28	2	-	-
			30		29	750
Total credits at the end of I Semester			30		29	750

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

MCET (AUTONOMOUS) MBA SYLLABUS MBA Semester- II

Course Code	Course Title	Nature	HPW		Credits	Max Marks (CIE+SEE) (40+60=100)
			L	P		
MB201C	Human Resource Management	Core	4	-	4	40+60
MB202C	Financial Management	Core	4	-	4	40+60
MB203C	Marketing Management	Core	4	-	4	40+60
MB204C	Business Analytics	Core	4	-	4	40+60
MB205C	Business Research Methods	Core	4	-	4	40+60
MB206C	Operations Research	Core	4	-	4	40+60
MB207C	Services & Operations Management	Core	4	-	4	40+60
MB208C	Business Analytics Lab	Practical	-	2	1	40+60
Semester credits			28	2	-	-
			30		29	800
Total Credits at the end of II semester			60		58	1550

- HPW – Hours per Week
- CIE – Continuous Internal Evaluation
- SEE – Semester End Exam

MCET (AUTONOMOUS) MBA SYLLABUS

MBA Semester- III

Course Code	Course Title	Nature	HPW	Credits	Max Marks (CIE+SEE) (40+60=100)
MB301C	Strategic Management	Core	4	4	40+60
MB302C	Total Quality Management	Core	4	4	40+60
MB303C	Entrepreneurship Development	Core	4	4	40+60
MB304E	Discipline Specific Elective:	DSE	8	8	-
	Finance:		-	-	-
MB304E-F-I	Investment Management		4	4	40+60
MB304E-F-II	Banking ,Financial Services & Insurance		4	4	40+60
	Marketing :		-	-	-
MB304E-M-I	Integrated Marketing Communication and Digital Marketing		4	4	40+60
MB304E-M-II	Advertisement and Retail Management		4	4	40+60
	Human Resource:		-	-	-
MB304E-HR-I	Global Human Resource Management		4	4	40+60
MB304E-HR- II	Organization Development		4	4	40+60
	Systems :		-	-	-
MB304E-S-I	Data Base Management System		4	4	40+60
MB304E-S-II	Machine Learning & Artificial Intelligence		4	4	40+60
MB305C	Certification Course	-	2	1	50
Semester credits			30	29	750
Total Credits at the end of III semester			90	87	2300

- HPW – Hours per Week
- CIE – Continuous Internal Evaluation
- SEE – Semester End Exam

MCET (AUTONOMOUS) MBA SYLLABUS

MBA Semester- IV

Course Code	Course Title	Nature	HPW	Credits	Max Marks (CIE+SEE) (40+60=100)
MB401C	Supply Chain Management	Core	4	4	40+60
MB402C	Corporate Governance and Ethics	Core	4	4	40+60
MB403E	Discipline Specific Elective:	DSE	8	8	-
	Finance:		-	-	-
MB403E-F-I	Financial Risk Management		4	4	40+60
MB403E-F-II	International Finance		4	4	40+60
	Marketing :		-	-	-
MB403E-M-I	Consumer Behaviour		4	4	40+60
MB403E-M-II	Services Marketing		4	4	40+60
	Human Resource:		-	-	-
MB403E-HR-I	Compensation Management		4	4	40+60
MB403E-HR-II	Performance Management		4	4	40+60
	Systems :		-	-	-
MB403E-S-I	Data Visualization		4	4	40+60
MB403E-S-II	Data Mining for Business		4	4	40+60
MB404C	Project Work & Viva Voce	-	2	4	Grade
Semester credits			26	28	600
Total Credits at the end of IV semester			116	115	2900

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

**MASTER OF BUSINESS ADMINISTRATION
(MBA) SYLLABUS SEMESTER - I
COURSE CODE – MB101C**

**Course: MANAGEMENT AND ORGANIZATIONAL
BEHAVIOUR**

Course Objective:

1. Examine management theories and key contributions.
2. Explore organizational design and decision-making models.
3. Analyze personality traits and motivation in behavior.
4. Investigate group dynamics and leadership strategies.
5. Assess organizational culture, stress management, and communication.

Course Outcomes :

1. Understand management principles and approaches to enhance organizational effectiveness.
2. Explore organizational design and decision-making processes to improve efficiency and adaptability.
3. Analyze personality traits and motivation to influence behavior and performance in the workplace.
4. Examine group dynamics and leadership styles to foster collaboration and innovation.
5. Investigate culture, stress management, and change to effectively navigate organizational challenges.

Unit-I: Management Philosophy and Approaches:

Management Principles, Process, Functions and Typology, 3D Model of Managerial Approach, Management thought-Classical, Human Relations, Systems and Contingency Approaches,

Hawthorne's Experiments, Contributions of Henry Fayol, F. W. Taylor and Peter Drucker.

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

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

Unit-III: Organizational Behavior:

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

Unit -IV: Group Dynamics and Leadership:

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

Unit-V: Emerging aspects of OB:

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

Suggested Books:

1. Harold Koontz and Heinz Weihrich, 2020, Essentials of Management, TMH.
2. Prasad LM, Principles and Practice of Management, Sultan Chand & Sons, New Delhi.
3. Stephen P. Robbins, “Organizational Behaviour”, 12th Edition, Prentice Hall.
4. Fred Luthans, “Organizational Behaviour”, 12th Edition, McGraw Hill International Edition.
5. Udai Pareek 2010, Understanding Organisational Behaviour, Oxford University Press
6. P.C. Tripathi, P.N. Reddy, Principles of Management, Tata McGraw-Hill Publishing Company Limited, New Delhi.
7. Robbins & Judge, 2015, Organisational Behaviour, Prentice Hall of India.
8. Lauriel J Mullins, 2010, Management and Organisational Behaviour, Pearson
9. Aswathappa K, “Organizational Behaviour (Text, Cases and Games)”, Himalaya Publication.
10. B.R. Virmani, 2010, Managing People in Organizations, Response Books

**MASTER OF BUSINESS ADMINISTRATION
(MBA) SYLLABUS SEMESTER-I
COURSE CODE – MB102C
Course: ACCOUNTING FOR MANAGEMENT**

Course Objectives :

1. Understand the fundamentals and standards of financial accounting.
2. Develop skills to prepare financial statements and categorize expenditures.
3. Utilize ratio analysis to evaluate financial statements.
4. Generate cash flow statements and clarify cost concepts.
5. Implement CVP analysis and apply variance analysis techniques.

Course Outcomes :

1. Grasp financial accounting fundamentals and standards.
2. Prepare financial statements and distinguish between expenditures.
3. Analyze financial statements using ratio analysis.
4. Create cash flow statements and understand cost concepts.
5. Conduct CVP analysis and apply variance analysis.

Unit - I :

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

rationale and growing importance in global accounting environment, International Financial Reporting Standards (IFRS).

Unit – II :

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

Unit – III:

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

Unit – IV:

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

Unit – V:

CVP analysis – Break-even Point, concept of contribution and P/V Ratio, Margin of Safety (Including Numerical problems) - Managerial uses of Break-even concept – product mix, make or

buy decision, capacity utilization, plant shut down decision, Standard Costing – Variance Analysis – Material Variances – Labour Variances (Simple Problems Related to Material and Labour Variances Only)

Suggested Readings:

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

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

SEMESTER-I COURSE CODE –MB103C

Course: MANAGERIAL ECONOMICS

Course Objectives :

1. Understand managerial economics and its role in decision-making.
2. Analyze utility and demand for effective forecasting.
3. Evaluate production functions to conduct break-even analysis.
4. Assess market structures and develop pricing strategies.
5. Grasp macroeconomic concepts and their fiscal policy implications.

Course Outcomes :

1. Demonstrate an understanding of managerial economics and its application in decision-making.
2. Utilize utility and demand analysis for accurate forecasting.
3. Conduct break-even analysis by evaluating production functions.
4. Assess various market structures to formulate effective pricing strategies.
5. Apply macroeconomic concepts to analyze fiscal policy implications.

Unit – I:

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

Unit – II:

Theory of Utility & Demand utility, Marginal Utility, Law of

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

Unit – III:

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

Unit – IV:

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

Unit – V:

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

Suggested Books:

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

**MASTER OF BUSINESS ADMINISTRATION
(MBA) SYLLABUS SEMESTER-I
COURSE CODE – MB104C**

Subject: STATISTICS FOR MANAGEMENT

Course Objectives :

1. Understand basic statistics and measures of central tendency.
2. Explore probability concepts, including Bayes' theorem.
3. Analyze discrete and continuous probability distributions.
4. Learn sampling theory and conduct hypothesis tests.
5. Apply correlation, regression, and time series analysis for forecasting.

Course Outcomes :

1. Demonstrate proficiency in basic statistics and measures of central tendency.
2. Utilize probability concepts, including Bayes' theorem, in various scenarios.
3. Interpret discrete and continuous probability distributions effectively.
4. Conduct hypothesis tests using sampling theory.
5. Employ correlation, regression, and time series analysis to make accurate forecasts.

Unit – I:

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

Unit – II:

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

Unit – III:

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

Unit - IV:

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

Unit - V:

- i.) Correlation Analysis-Scatter diagram, Positive and negative correlation, limits for coefficient of correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of multiple and partial Correlation.

- ii.) Regression Analysis-Concept, least square fit of a linear regression, two lines of regression, properties of regression coefficients.
- iii.) Time Series Analysis-Components, Models of Time Series-Additive, Multiplicative and Mixed models; Trend Analysis-Free hand curve, Semi averages, moving averages, Least Square methods.

Suggested Books:

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

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

SEMESTER - I COURSE CODE - MB105C

Course: BUSINESS LAW AND ETHICS

Course Objectives:

1. Define contracts and understand their essential elements.
2. Learn about special contracts and negotiable instruments.
3. Explore the Companies Act, 2013, and the roles of management.
4. Examine cyber laws and intellectual property rights.
5. Analyze international business law and business ethics.

Course Outcomes

1. Demonstrate an understanding of contracts and their essential elements.
2. Identify special contracts and negotiable instruments in legal contexts.
3. Apply knowledge of the Companies Act, 2013, to management practices.
4. Evaluate the implications of cyber laws and intellectual property rights.
5. Assess international business law and ethical considerations in business.

Unit - I: Law of Contracts:

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

Unit - II: Law relating to Special Contracts:

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

Unit - III: Companies Act, 2013:

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

Unit - IV: Cyber Laws & IPR:

Cyber Laws: Introduction on Cyberspace and Cyber Laws. Cyberspace Legal Challenges. Cyber Law for Corporates. Cybercrime regulation. Cyber Security. IT Act 2000.

Intellectual Property Rights: Introduction to intellectual property rights. Types of intellectual property rights. Introduction to copyright. International copyright framework. Indian Copyright Law. Copyright v. Trademarks

Unit - V: International Business Law and Business Ethics:

Law of Export - Import Regulation; International and Comparative Commercial Arbitration.
Ethical and Value based Considerations in Business, Need and Justification of ethics, efficiency and integrity in business operations –Corporate Social Responsibility.

Suggested Books:

1. M.C. Kuchchal, Vivek Kuchchal, “Mercantile Law”, 2013, 8th Ed, Vikas Publishing House Pvt. Ltd.
2. Akhileshwar Pathak, “Legal Aspects of Business”, 2007, 3rd Ed. Tata McGraw Hill.
3. K.R. Bulchandani, “Business Law for Management”, 2009, HPH.
4. C. Rama Gopal, “Export Import Procedures – Documentation and Logistics”, 2006, New Age International (P) Limited.
5. Sony Pellissery, Benjamin Davy, Harvey M. Jacobs, “Land Policies in India: Promises, Practices and Challenges”, 2017, Springer Nature.
6. S.R. Myneni, “International Trade Law: International Business Law”, 2014, Allahabad Law Agency
7. Margaret L. Moses, “The Principles and Practice of International Commercial Arbitration”, 2008, Cambridge University Press.
8. N.D. Kapoor, “Elements of Mercantile Law”, 2007, Sultan Chand & Co.
9. PPS Gogna, “A Text Book of Company Law”, 2006, S. Chand
10. Marianne moody Jennings, “The Legal, Ethical and Global Environment of Business”, 2009, South western Cengage learning, New Delhi.
11. S.S Gulshan, Business laws, 2010, Excel Books.

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

SEMESTER - I COURSE CODE-MB106C

Course: BUSINESS ENVIRONMENT

Course Objectives :

1. Analyze key sectors of the Indian economy and their interconnections.
2. Investigate the roles of financial institutions in economic development.
3. Assess India's economic policies and their implications for business.
4. Evaluate the impacts of liberalization, privatization, and globalization.
5. Analyze taxation policies using the Economic Survey and Union Budget.

Course Outcomes :

1. Analyze the Indian business environment and identify key trends.
2. Examine the roles of financial institutions in economic growth.
3. Evaluate India's economic policies and their business impacts.
4. Assess the effects of LPG on various economic sectors.
5. Analyze taxation frameworks using insights from the Economic Survey and Union Budget.

Unit - I Business Environment and Analysis :

Nature, Composition and Scope of Business Environment. Business Environment. Analysis of Indian Economy, National Income, Saving and Investment Components, Industry, Agriculture and Tertiary Sectors, Profile of emerging industries, - IT and Biotech etc. Govt. and Business - role of Public Sector in the economy.

Unit - II Indian Financial System:

Evolution and current structure. Elements of Financial System - markets, institutions and environment. R.B.I, Banking and Non-banking Institutions - their functions and role in the Money Market. Components of Capital market - Primary, Secondary, debt and equity market. Problems and prospects of Indian Capital market. Role of SEBI. Foreign Exchange market - FEMA.

Unit - III Economic Policies of India:

Industrial Environment and Policy Role of SSUs, and MMcs, MRTP and competition Law. Public Sector Reforms and Disinvestments Policy. Foreign Investment Policy, Trading environment and EXIM Policy, Recent trends in Regulatory Frame Work in respect of Insurance, Telecom, Power Sector and Banking.

Unit - IV Liberalisation, Privalisation and Globalisation (LPG) of Indian Economy:

Concept of LPG, Adopted Process of LPG in India. Structural reforms, emerging trends and issues of LPG in Indian Economy. Strategic alternatives. Practices of adoption to Globalization - Lessons from Europe, China, South East Asia and Other Countries. Emergence and impact of various economic blocks

Unit - V: Economic Survey and Union Budget:

Taxation environment - Direct and Indirect Taxes - MODVAT, CENVAT and Value added Tax Current Economic Survey and budget as instruments of indicative planning.

Suggested Books:

1. ShaikhSaleem , Business Environment, Pearson Education.
2. Justin Paul, 2016, "Business Environment", McGraw Hill Companies.
3. Dutta&Sundaram, 2016, Indian Economy, S. Chand& Co., New Delhi.

4. Misra. S.K., &Puri V.K., 2006, Indian Economy, Himalaya Publishing House, Mumbai.
5. Khan. M.Y. 2007, Indian Financial System, 5th Edition, Tata McGraw Hill, New Delhi.
6. Meir Kohn, 2007, Financial Institutions and Markets, 2nd Edition, Oxford University Press, New Delhi.
7. Conklin.D.W., 2006, Cases in Environment of Business - International Perspectives, The Ivey Casebook series, Sage Publications.
8. Suresh Bedi, 2004, Business Environment, Excel Books , 1st Edition, New Delhi.2.

**MASTER OF BUSINESS ADMINISTRATION
(MBA) SYLLABUS
SEMESTER - I
COURSE CODE – MB107C
MANAGERIAL COMMUNICATION**

Course Objectives:

1. Comprehend the fundamentals of communication, including various types and barriers.
2. Cultivate effective written communication skills for business correspondence and reporting.
3. Enhance oral communication skills for impactful presentations and negotiations.
4. Master employment communication techniques, focusing on interviews and CV writing.
5. Acquire knowledge of business etiquette and media management strategies.

Course Outcomes

1. Understand communication fundamentals, types, and barriers.
2. Develop effective written communication skills for business correspondence and reports.
3. Enhance oral communication skills for impactful presentations and negotiations.
4. Explore employment communication techniques, including interview preparation and CV writing.
5. Learn business etiquette and media management strategies.

Unit - I:

Fundamentals of Communication – Importance – Phases – Forms – Types - Barriers – Overcoming Barriers – Role of Language –

Verbal and Non- Verbal Communication. Receptive Communication Skills – Listening – Importance – Types – Barriers – Improving Listening – Importance of feedback-Principles of feedback.

Unit - II:

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

Unit - III:

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

Unit - IV:

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

Unit - V:

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

Suggested Books:

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

**MASTER OF BUSINESS ADMINISTRATION
(MBA) SYLLABUS
SEMESTER-I COURSE CODE: MB108C
Course: Behavioral Lab**

Course Objectives :

1. Implement the business writing process and effective message formatting techniques.
2. Develop skills in crafting clear and concise reports and proposals.
3. Refine oral communication skills specifically for presentations.
4. Prepare for career opportunities through effective resume writing and interview techniques.

Course Outcomes

1. Apply the business writing process and message formatting techniques.
2. Develop skills in writing clear and concise reports and proposals.
3. Enhance oral communication skills specifically for presentations.
4. Prepare for careers through effective resume writing and interview techniques.

Unit – I : Developing Business Writing Skills:

Process of Writing, Drafting, Revising Visuals, Editing, Proofreading and Formatting, Writing Positive and Neutral Messages, Persuasive Messages, Bad News Messages, Business Letter Writing, Kinds of Business Letters, Communicating with E-Mail and Memos. Improving Readability of Written Communication using Gunning Fog Index.

Writing the Report, Planning the Report, Steps in Writing Business Reports, Parts of a Report, Corporate Report and Business Proposal, Citing Sources.

Unit – II : Oral and Employment Communication:

The Role of Business Presentations, Planning and Organizing Presentations, Team Presentations, Online Presentations. Understanding Yourself, Career, Goal Setting, Preparing Resume, Resume Formats, Writing Covering Letters, and Enquiry Mails, Preparing for the Job Interview.

Unit – III: Contemporary Aspects in Communication:

Business Etiquette, Developing Professional Telephone Skills, Mass Media, Public Relations Management, Cross Cultural and Global Communication, Communication in Information Technology, e-Business related Operations.

Suggested Readings:

1. Kelly M. Quintanilla and Shawn T. Wahl, Business and Professional Communication, Sage Publications, 4e, 2020.
2. Mallika Nawal, Business Communication, Cengage Learning, 2e, 2020.
3. Varinder Kumar, Bodh Raj, Business Communication, Kalyani Publishers, 6e, 2019.
4. Ober Newman, Communicating in Business, Cengage Learning, 2015.
5. Rebecca Moore Howaward, Writing Matters, 3e, Mc Graw Hill Education, 2018.
6. Jeff Butterfield, Soft Skills for Everyone, Cengage Learning, 2017.

**MASTER OF BUSINESS ADMINISTRATION
(MBA) SYLLABUS SEMESTER - II
COURSE CODE: MB201C
Course: HUMAN RESOURCE MANAGEMENT**

Course Objectives

1. Trace the historical development of HRM practices.
2. Master techniques for HR planning and job analysis.
3. Identify training needs and evaluate training methodologies.
4. Implement HR systems that enhance performance management.
5. Analyze the implications of emerging HR trends on organizations.

Course Outcomes

1. Understand the evolution of HRM and its strategic alignment with organizational goals.
2. Develop skills in HR planning and conduct effective job analyses.
3. Analyze training needs and evaluate the effectiveness of various training methods.
4. Implement effective HR systems to manage performance effectively.
5. Explore emerging HR trends and assess their impact on global practices.

Unit - I: HRM Evolution.

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

Unit - II: HR Planning & Design.

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

Unit - III: HR Training & Development

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

Unit - IV: Effective HR Systems.

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

Unit - V: Emerging HR Trends.

Workforce Diversity, Inclusivity & Equity. HR analytics, Empowering skills by Emotional Intelligence, Work life conflicts & integration. International HRM, Global HRM, Sustainable HRM, Strategic HRM & Agile HRM. HR Score card. Intelligent tutoring systems. Organizational Change, Design, Effectiveness &

Development. Professional & Psychological Counseling for Pandemics, Jobloss, Mergers & Acquisitions.

Suggested Books:

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

**MASTER OF BUSINESS ADMINISTRATION
(MBA) SYLLABUS SEMESTER-II
COURSE CODE – MB202C**

Course: FINANCIAL MANAGEMENT

Course Objectives:

1. Gain insights into the fundamental roles of finance within organizations.
2. Master the steps involved in the investment decision-making process.
3. Assess various financing options and their associated costs.
4. Evaluate strategies for managing working capital and dividends.
5. Investigate the principles of corporate governance and restructuring.

Course Outcomes

1. Understand the nature and goals of the finance function.
2. Learn the investment decision process and capital budgeting techniques.
3. Explore financing decisions and the concept of cost of capital.
4. Analyze working capital management and dividend policies.
5. Examine principles of corporate restructuring and governance.

Unit – I: The Finance function:

Nature and Scope; Evolution of finance function – Its new role in the contemporary scenario

–Goals of finance function – maximizing vs. satisfying; Profit vs. Wealth vs. Welfare; the Agency relationship and costs; Risk-Return trade off; Concept of Time Value of Money – Future Value and Present value.

Unit – II: The Investment Decision:

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

Unit – III: The Financing Decision:

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

Unit – IV: Current Assets Management and Dividend Decision:

Concept of current assets, characteristics of working capital. Factors determining working capital. Estimating working capital requirements. Working capital policy. Management of current assets: Cash Management, Receivables Management and Inventory Management. Bank norms for working capital financing. The Dividend Decision: Major forms of dividends

– Cash and Bonus shares. The theoretical backdrop – Dividends and valuation; Major theories centered on the works of Gordon, Walter, and Lintner. A brief discussion on dividend policies of Indian companies.

Unit – V: Corporate Restructuring and Corporate Governance:

Corporate Mergers, acquisitions and takeovers: Types of mergers, Economic rationale of Mergers, motives for mergers; financial evaluation of mergers; Approaches for valuation: DCF approach and Comparable Company approach (No practical exercises).

Corporate Value based management systems. Approaches: Marakon approach and McKinsey approach; Principles of good corporate Governance.

Suggested Books:

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

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

SEMESTER - II COURSE CODE-MB203C

Course: MARKETING MANAGEMENT

Course Objectives :

1. Understand the historical foundations and key components of marketing.
2. Analyze techniques for effective market segmentation and targeting.
3. Design comprehensive marketing programs that address product and promotional strategies.
4. Explore consumer behavior dynamics and the characteristics of industrial markets.
5. Examine marketing control mechanisms and the principles of consumerism.

Course Outcomes :

1. Demonstrate knowledge of marketing origins and the marketing mix.
2. Evaluate market segmentation strategies and identify target audiences.
3. Create effective marketing programs that meet consumer needs.
4. Analyze the influences on consumer behavior in various market contexts.
5. Assess marketing control practices and articulate principles of consumerism.

Unit – I: Origin of Marketing:

Origin of Marketing, Barter systems, Markets, Marketing Management, Tasks, Company orientations towards market place,

Marketing Mix – expanded, Marketing Mix, Marketing Program and Marketing Strategy, Managing marketing effort, Designing Global marketing, Marketing Environment – Company’s Micro and Macro Environment – Interface with other functional areas.

Unit – II: Market Segmentation:

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

Unit – III: Designing Marketing Programme:

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

Unit – IV: Consumer & Industrial Markets:

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

Unit – V: Marketing Control & Consumerism:

Types of Marketing Organization Structures and Factors affecting Global marketing Organization, Changing practices of Marketing, Marketing Control, Annual Plan Control, Efficiency Control,

Profitability Control and Strategic, Marketing Audit, Consumerism, Consumer rights and Consumer forums.

Suggested Books:

1. Philip Kotler, "Marketing Management", 2020, Pearson Education Prentice Hall of India.
2. Philip Kotler, Kevin Lane Keller, "Marketing Management" 6th Edition, Pearson Education.
3. William J. Stanton, "Fundamentals of Marketing" 6th Edition, McGraw Hill Publications.
4. Tapan K Panda, "Marketing Management", 2010, 1st Ed. Excel Books.
5. Ramaswamy V.S. Namakumari S, "Marketing Management", The Global perspective Indian Context Macmillan India Ltd.
6. Rajan Saxena, "Marketing Management", Tata McGraw Hill.
7. Ashwatappa, "Principles of Marketing" Himalaya Publishing House, New Delhi
8. Paul Baines, Chris fill, Kelly Page, "Marketing Management", 2009, 1st Ed. Oxford University Press.
9. Roger J. best, "Market-Based Management", 2009, 1st Ed, PHI Learning Pvt. Ltd.
10. Kurtz & Boone, "Principles of Marketing", 2010, 12th Ed. Cengage Publications.

**MASTER OF BUSINESS ADMINISTRATION
(MBA) SYLLABUS SEMESTER-II
COURSE CODE - MB204C
Course: BUSINESS ANALYTICS**

Course Objective :

1. Explore the significance of business analytics and the impact of big data.
2. Investigate descriptive analytics and employ data visualization techniques.
3. Analyze predictive analytics methods, including regression and data mining.
4. Examine prescriptive analytics and optimization techniques for decision-making.
5. Learn foundational programming skills in R for data analysis

Course Outcomes :

1. Articulate the role of business analytics in leveraging big data.
2. Apply descriptive analytics and data visualization techniques effectively.
3. Implement predictive analytics methods for data-driven insights.
4. Utilize prescriptive analytics and optimization techniques in real-world scenarios.
5. Demonstrate proficiency in R for data management and analysis.

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.

Unit II: Descriptive Analytics

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

Unit III: Predictive Analytics

Trend Lines, Regression Analysis –Linear & Multiple, Forecasting Techniques, Data Mining - Definition, Approaches in Data Mining-Data Exploration & Reduction, Classification, Association, Cause Effect Modelling.

Unit IV: Prescriptive Analytics

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

Unit V: Programming Using R.

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

Suggested Books:

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

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

Semester-II COURSE CODE - MB205C

Course: BUSINESS RESEARCH METHODS

Course Objectives:

1. Understand the fundamental principles and significance of business research.
2. Explore the research process and various data collection methods.
3. Study measurement and scaling techniques for effective data analysis.
4. Analyze research data using statistical techniques and hypothesis testing.
5. Develop report writing skills and understand ethical considerations in research.

Course Outcomes

1. Demonstrate knowledge of the principles and importance of business research.
2. Evaluate the research process and select appropriate data collection methods.
3. Apply measurement and scaling techniques for data analysis.
4. Conduct statistical analyses and hypothesis testing on research data.
5. Produce well-structured reports while adhering to research ethics.

Unit – I: INTRODUCTION TO RESEARCH

Business Research: Definition, Significance, Nature & Importance
– Criteria of Business Research – Marketing Information System,
paradigm shift in Research – Research Design Types of Research

Designs – Descriptive, Exploratory, Diagnostic, and Causal Research – Types of research, Theoretical and Empirical Research – Cross-sectional and Time-series Research — Research Objectives – Research Hypotheses – Characteristics - Research from an Evolutionary Perspective – the Role of Literature Review in Research

Unit – II: RESEARCH PROCESS & DATA COLLECTION

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

Unit – III: SCALING AND MEASUREMENT

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

Unit – IV: DATA ANALYSIS AND STATISTICAL TECHNIQUES

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

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

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

Suggested Books:

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research Methods, Tata Mc Graw Hill, New Delhi.
2. Alan Bryman and Emma Bell, Business Research Methods, Oxford University Press, New Delhi.
3. Uma Sekaran and Roger Bougie, Research Methods for Business, Wiley India, New Delhi.
4. William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, Cengage Learning, New Delhi.
5. Bordens, K. S. and Abbott, B. B. (2011). Research Design and Methods - A Process Approach, New York, McGraw-Hill.
6. Creswell, J. W. (2007). Qualitative Inquiry & Research Design: Choosing Among Five Approaches, California, Sage Publications, Inc.
7. Creswell, J. W.(2003). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches (2nd Ed.). London: SAGE Publications Limited.
8. Charmaz, K. (2006). Constructing Grounded Theory: A Practical Guide through Qualitative Analysis, London, SAGE Publications Ltd.

9. Curwin, J. and Slater, R. (1991). Quantitative Methods for Business Decisions, Tokyo, Japan, Chapman & Hall.
10. Denzin & Lincoln (2011). The SAGE Handbook of Qualitative Research. Thousand Oaks: SAGE Publications Ltd.
11. Dey, I. (2005). Qualitative Data Analysis: A user-friendly guide for social scientists, New York, Routledge.
12. Goulding, C. (2002). Grounded Theory: A Practical Guide for Management, Business, and Market Researchers, California, SAGE Publications Ltd.
13. Gray, D. E. (2009). Doing Research in the Real World, London, SAGE Publication Ltd.
14. Kumar, R. (2011). Research Methodology - A Step-by-Step for beginners, California, SAGE Publications Ltd. 4th Edition.

**MASTER OF BUSINESS ADMINISTRATION
(MBA) SYLLABUS SEMESTER-II
COURSE CODE – MB206C**

Course: OPERATIONS RESEARCH

Course Objectives :

1. Understand the principles and limitations of Operations Research.
2. Develop linear programming models with key assumptions and graphical techniques.
3. Evaluate allocation models using the Simplex Method and sensitivity analysis.
4. Explore transportation and assignment models for practical applications.
5. Analyze network models (CPM and PERT) for effective scheduling.
6. Apply queuing and game theory to competitive strategies and management simulations

Course Outcomes :

1. Understand the fundamentals and limitations of Operations Research (OR).
2. Learn linear programming formulation, assumptions, and graphical solutions.
3. Analyze allocation models using the Simplex Method and sensitivity analysis.
4. Explore transportation and assignment problems and their managerial applications.
5. Examine network models like CPM and PERT for scheduling and resource allocation.

6. Study queuing theory and game theory for competitive strategies and simulation in management.

Unit – I: Introduction

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

Unit – II: Allocation Model - I

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

Unit – III: Allocation Model - II

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

Unit – IV: Network Models

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

Unit – V: Waiting Line / Competitive Strategy Models

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

Suggested Books:

1. N.D. Vohra, "Quantitative Techniques in Management", 2010, 4thEd.TMH.
2. J.K. Sharma, "Operations Research Theory and Applications 2009, 4th Ed. Macmillan.
3. Kasana, HS & Kumar, KD, "Introductory Operations Research theory and applications", 2008, Springer.

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

MASTER OF BUSINESS ADMINISTRATION (MBA)
SYLLABUS
SEMESTER - II
COURSE CODE – MB207C

Course: Services & Operations Management

Course Objectives

1. Comprehend manufacturing processes and the distinctions between goods and services.
2. Employ techniques for effective capacity and aggregate planning.
3. Perform work studies to optimize service operations management.
4. Adopt materials management practices and evaluate supplier performance.
5. Apply inventory control strategies for enhanced store management.

Course Outcomes

1. Understand key manufacturing processes and the differences between products and services.
2. Apply capacity planning and aggregate planning techniques.
3. Conduct work studies and manage service operations effectively.
4. Implement materials management practices and vendor evaluation.
5. Utilize inventory control methods and optimize stores management functions.

Unit - I: Introduction

Similarities and Differences between Products & Services. Basic Manufacturing Process: Casting, Machining , Welding , shearing Extrusion , heat treatment and unconventional machining. The

transformation Process: Manufacturing, Service & Hybrid Agile Manufacturing. Operations Strategy.

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

Unit – II: Long – range capacity Planning:

Capacity Planning, Line Balancing, facility location and Facility layout. Service facility layout. Aggregate Planning: Aggregate Demand, criteria for selecting Aggregate Plans , Aggregate Plans for Service & mathematical Models for Aggregate Planning.

Master Production Scheduling: Objective, Procedure and Time frame.

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

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

Unit - III: Work Study & Service Management:

- I. Work study : Definition and its advantages and the various components. Techniques of methods analysis and work measurement
- II. Service Management: Nature of services. Types of Service operations- Quasi manufacturing, customer as participant and customer as product
- III. Scheduling challenges in Various service Operations, Value creation through service. Service quality , Culture and innovation

Unit - IV: Materials Management:

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

Unit - V: Stores Management:

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

Stores Management: Functions of Stores and Materials control. Classification, Codification, Simplification and Standardization of materials . Bin Card, Double-Bin and stores Ledger. Selective Inventory Control: ABC, XYZ, VED, FNS and SDE Analysis.

Suggested Books :

1. Norman Gaither & Greg Frazier, Operation Management 9th edition, Cengage Learning..
2. Stevenson J. William, “Operations Management”, 2009, 9th Ed. Tata McGraw-Hill.
3. Amol Gore and Robert Panizzolo, Operation Management
4. R. Panneerselvam, Production and Operation Management 3rd edition, PHI
5. Danny Samson and Prakash J.Singh, “Operations Management-An integrated approach”, 2009, 1st Ed. Cambridge press.

6. Ray Wild, “Operations Management, 2003, Thomson Learning.
7. Kanishka Bedi, “Production and Operations Management”, 2007, 3rd Ed. Oxford University Press.
8. Everett. Adam, Jr. and Ronald J. Elbert, “Production and Operations Management Concepts, Models and Behaviour”, 2003, Prentice Hall of India, 5th Ed.
9. S.N. Chary Production & Operation Management.
10. N.G. Nair, Production and Operation Management , 2nd edition, Tata-McGraw – Hill Publishing Company Ltd.

MASTER OF BUSINESS ADMINISTRATION (MBA)
SYLLABUS
SEMESTER - II
COURSE CODE – MB208C
Business Analytics Lab

Course Objectives

1. Develop proficiency in Excel, covering data formatting, formulas, and charting.
2. Create pivot tables, utilize macros, and conduct what-if analyses for decision-making.
3. Grasp key statistical concepts, differentiating between population and sample.
4. Install R and R Studio for data cleaning, manipulation, and descriptive statistics.

Course Outcomes

1. Gain proficiency in basic and advanced Excel features, including data formatting, formulas, and chart creation.
2. Learn to create pivot tables, use macros, and conduct what-if analyses for informed decision-making.
3. Understand key statistical concepts, including population vs. sample and measurement scales.
4. Install R and R Studio; perform data cleaning, manipulation, and descriptive statistics.

MICROSOFT EXCEL:

Unit – I:

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

Advance Excel: Creating Pivot tables, Macros - Relative & Absolute Macros.

What if analysis in excel Decision analysis through Regression and NPV: Linear Programming

Introduction to Power BI - Power BI job roles in Real time.

Unit – II-Basics of Statistics and R

Basic statistical terms – Population and sample(Theory, Understanding Data – Qualitative Vs Quantitative Data /Continuous vs Discrete (Theory) – Measurement Scales – Nominal, Ordinal, Interval & Ratio

Installation of software (R and R studio) – Working with various data files – Data cleaning – Data Manipulation

Descriptive statistics – Summary statistics (Mean/Median/Mode/Quartiles, Percentiles/Standard Deviation ? Coefficient of Variation/ Measures of Skew ness & Kurtosis)

Importance of data visualization – types of charts - Bar/Pie charts – Histogram – Box and Whisker chart – Scatter diagram - Introduction to ggplot.

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

SEMESTER - III COURSECODE – MB301C

COURSE: STRATEGIC MANAGEMENT

Course Objectives

1. Comprehend the significance of strategic management concepts.
2. Evaluate internal and external factors affecting strategic decisions.
3. Develop competitive business-level strategies.
4. Identify strategic alternatives, including international opportunities.
5. Implement strategies with a focus on governance and ethics.

Course Outcomes

1. Understand key concepts of strategic management and their importance.
2. Evaluate internal and external factors influencing strategic decisions.
3. Develop business-level strategies for competitive advantage.
4. Identify various strategic alternatives, including international options.
5. Implement strategies with a focus on governance and ethics.

Unit: I Introduction to Strategic Management

Strategic Management, Definition, process, Tasks of Strategic Management, Factors shaping strategy, Developing strategic Vision. Mission, Objectives. Crafting and Executing strategy. Concept of Strategic Intent, A model of strategy and Elements, Developing Strategic Model, Strategy Positioning, Choices- Strategy in action.

Unit: II Environmental Analysis for Strategy

Strategic Position; Evaluating a company's External and Internal Environmental analysis for creating strategy, Macro Environmental factors; Demographic elements, Political forces, Economic elements, Socio-cultural factors, Technological Issues. Industry analysis; BCG, GE and Add Little models for understanding Industry, Key Drivers for a Change; SWOT analysis, Porter's Diamond Model, Value chain analysis, Core competencies- Cost Efficiency, Capability building and Management

Unit: III Strategy Formulation and Sustenance

Strategy Formulation; Business-Level strategy- Creating and Sustaining Competitive advantages; Generic strategies, Choice based strategies, Industry Life Cycle, Stages, Emerging Industry, Maturing Industry, Stagnant industry, Fragmented Industry, Competitive analysis; Tailoring Strategy to fit specific industry, Strategy for Leaders, Runner-Up firms, weak and crisis Business

Unit: IV Alternative Strategy Development

Strategy Alternatives; Corporate Level international Strategy; Creating Value through Intensive growth strategies, Integration Strategies, Diversification Strategies, Unbundling, Using Offensive and defensive strategies. Outsourcing Strategies, Activities, Benefits, growth and Drivers of outsourcing. Market diversification, merger, acquisition strategies, Strategic Alliances.

Unit: V Strategy Implementation and Corporate Ethics

Strategy Implementation : Strategies Evaluation and Control, Corporate Governance, Good corporate Citizenship, Environmental Change- Attaining Behavioural Control, Instilling Corporate Culture and Promoting S M A R T governance. Re-Designing Organizational Structure and Controls, Strategic Leadership, Strategic Entrepreneurship, Crafting Social Responsibility, Social and Ethical responsibilities of Corporate Organizations.

Suggested Books:

1. Arthur A Thompson Jr, Strickland “Strategic Management- Concepts and Cases” TATA McGraw
2. Hill Company Ltd, Second Reprint 2010, New Delhi.
3. Gerry Johnson, Kevan Scholes, Richard Whittington, “Exploring corporate Strategy” 2009, Pearson Ed Ltd, United Kingdom, 2nd Edition.
4. Michael Hitt, Ireland, Hoskinson, “Strategic Management” 2010, Cengage Learning, New Delhi
5. Fred R. David, “Strategic Management” 2008, 12th Edition, PHI Learning Limited, New Delhi.
6. Garth Saloner, Andrea Shepard, Joel Podolny, “Strategic Management” 2001, International Edition John Willy Publication, New York.
7. Michael Porter, “Competitive Strategy” 2005 Reprint, Free Press, London.
8. UpendrraKachru, “Strategic Management- Concepts and cases” 2005, EXCEL BOOKS, New Delhi.
9. R.M.Srivastava, “Management Policy and Strategic Management- Concepts, Skills and Practices” 2014 Revised edition, H P H , Hyderabad.

MASTER OF BUSINESS ADMINISTRATION
(MBA) SYLLABUSEMESTER - III
COURSECODE – MB302C

Course: TOTAL QUALITY MANAGEMENT

Course Objectives

1. Understand the principles and evolution of TQM, including major awards.
2. Utilize TQM tools for measurement, analysis, and improvement.
3. Apply quantitative and qualitative techniques, including statistical methods.
4. Learn the Six Sigma framework, emphasizing the DMAIC model.
5. Evaluate TQM practices across various sectors, including manufacturing and services.

Course Outcomes

1. Understand TQM principles and its historical evolution, including key awards.
2. Use TQM tools for measurement, analysis, improvement, and control.
3. Apply quantitative and qualitative techniques, including statistical methods and benchmarking.
4. Learn the Six Sigma framework and its implementation, focusing on the DMAIC model.
5. Evaluate TQM practices across sectors like manufacturing, services, healthcare, and IT.

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 Books:

1. Dale H. Besterfield, Carlo Besterfield- Michna, Glen H Besterfield and Mary Besterfield- scare, 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 esay, 2008, 2nd Ed.Macmillan
7. R.P. Mohanty & R.R.Lakhe, “ TQM in the Service Sector” Jaico Books.2016.
8. K.Sridhara Bhat, “ Total Quality Management”, HPH
9. Barrie.G.Dale, Heather Bunney, “ Total Quality Management”, Wiley Publications
10. DR. Kiran, Total Quality Management – An Integrated Approach, BS Publications
11. Joel E. Ross, Total Quality Management Text, Cases & Readings, Taylor and Francis

MASTER OF BUSINESS ADMINISTRATION (MBA)
SYLLABUS
SEMESTER - III
COURSE CODE – MB303C
Course: ENTREPRENEURSHIP DEVELOPMENT

Course Objectives

1. Explore the evolution and characteristics of entrepreneurship.
2. Analyze factors that drive entrepreneurial growth and the role of government.
3. Develop strategies for idea generation and feasibility analysis.
4. Distinguish social entrepreneurship from traditional business models.
5. Create a succinct business plan to attract potential investors.

Course Outcomes

1. Understand the evolution and characteristics of entrepreneurship.
2. Analyze factors influencing entrepreneurial growth and government roles.
3. Develop strategies for idea generation and feasibility analysis.
4. Recognize and differentiate social entrepreneurship from traditional business.
5. Create a concise business plan to attract investors.

UNIT-I: ENTREPRENEUR AND ENTREPRENEURSHIP:

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

UNIT-II: FACTORS AFFECTING ENTREPRENEURIAL GROWTH:

Economic Environment – Economic, Non- Economic and Psychological factors – Growth of Entrepreneurship in India – Role of Government in promotion of Entrepreneurship; Entrepreneurial Motivation, Role of Higher learning Institutes in Entrepreneurial capacity building – Importance of workshops; Entrepreneurship Development Programs (EDPs) – Need, Objectives, course content and instruction – Evaluation of EDPs – Phase wise development of EDP Curriculum.

UNIT-III: IDEA GENERATION AND EVALUATION:

Idea Generation strategies, Entrepreneurial Opportunity Recognition and Evaluation; Design thinking for finding solutions, prototyping, idea evaluation, entrepreneurial Outlook, value proposition design, customer insight, ideas development. Product/Service Feasibility Analysis, Industry & competition analysis, environment analysis, financial feasibility analysis.

UNIT-IV: SOCIAL ENTREPRENEURSHIP:

Meaning, definition; Characteristics of Social Entrepreneurship - Differences between Meaning, definition; Characteristics of Social Entrepreneurship - Differences between Business and Social entrepreneur, Entrepreneurship and Social Entrepreneurship, Mindset and motivations of Entrepreneur, Qualities and Skills of Social Entrepreneur, The Timmons Model of the Entrepreneurship Process, The PCDO (The People, Context, Deal, and opportunity) frame work, The Social Entrepreneurship Frame work; Sources of Social Entrepreneurship -Public Sector, Private Sector, Voluntary Sector.

UNIT-V: WRITING A BUSINESSPLAN:

Meaning and significance of a business plan, components of a business plan, Iterating the MVP, Digital Presence for Ventures,

Guidelines for writing BP, pre- requisites from the perspective of investor. Business Models, Business Model Canvas.

SUGGESTED READINGS:

1. Vasanth Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, Hyd.
2. S. S Khanka, Entrepreneurial Development, S. Chand Publishing House, New Delhi.
3. Vasnth Desai, Small Scale Industry and Entrepreneurship, Himalaya Publishing House, Hyd.
- A. Sahay and A. Nirjar, Entrepreneurship, Excel Books.
4. Poornima M Charinthmath, Entrepreneurial Development and Small Business Enterprises, Pearson Education Publisher.
5. David H Hott, Entrepreneurship and New Venture Creation, PHI New Delhi.
6. S. R Bowmick & M. Bhowmik, Entrepreneurship, New Age International Books.
7. Morse E.A Mitchel, Cases in Entrepreneurship, Sage Publishers.
8. Raj Aggarwal, Business Environment, Excel Books New Delhi.
9. Donald G Kurato and Richard M Hodgetts, Entrepreneurship, Thompson Publications.
10. Ramachandran, Entrepreneurship Development, Mc Graw Hill
11. Katz, Entrepreneurship Small Business, Mc Graw Hill
12. Byrd Megginson, Small Business Management An Entrepreneur's Guidebook 7th ed, McGrawHill
13. Fayolle A, Entrepreneurship and new value creation, Cambridge, Cambridge University Press
14. Hougaard S., The business idea. Berlin, Springer
15. Lowe R & S Mariott, Enterprise: Entrepreneurship & Innovation. Burlington, Butterworth Heinemann
16. Léo-Paul Dana, World Encyclopedia of Entrepreneurship, Edward Elgar

MASTER OF BUSINESS ADMINISTRATION (MBA)
SYLLABUS
SEMESTER-III
COURSE CODE – MB304E-F-I
Course: INVESTMENT MANAGEMENT

Course Objectives:

1. Understand different types of investments, both real and financial.
2. Analyze the investment decision-making process and measure returns.
3. Examine fixed income securities and methods for bond valuation.
4. Evaluate common stocks through various valuation models.
5. Grasp portfolio theory and assess performance using key metrics.

Course Outcomes

- Understand investments and distinguish between real and financial assets.
- Analyze the investment decision process and measure returns.
- Examine fixed income securities and bond valuation methods.
- Evaluate common stocks using various valuation models.
- Grasp portfolio theory and assess performance with key metrics.

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, Behavioural Finance and heuristic driven biases.

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

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

Unit – III: Common Stocks - Analysis and Valuation:

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

Unit – IV: Portfolio Theory:

Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of minimum risk portfolio, the single-index model. Capital market theory: Introduction of risk-free asset, Capital Market Line, Separation theorem. Capital asset pricing model (CAPM): Security Market Line. Identifying over-priced and

under-priced securities. Arbitrage pricing theory (APT): The Law of one price, two factor arbitrage pricing, Equilibrium risk-return relations. A synthesis of CAPM and APT.

Unit – V: Portfolio Evaluation:

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

Suggested Books:

1. Alexander. G.J, Sharpe. W.F and Bailey. J.V, "Fundamentals of Investments", PHI, 3rd Ed.
2. Zvi Bodie, Alex Kane, Marcus.A.J, Pitabas Mohanty, "Investments", TMH, 8th Ed.
3. Prasanna Chandra, "Investment Analysis and Portfolio Management", TMH, 3rd Ed.
4. Charles.P.Jones, "Investments: Analysis and Management", John Wiley & Sons, Inc. 9th Ed.
5. Francis. J.C. & Taylor, R.W., "Theory and Problems of Investments". Schaum's Outline Series, McGraw Hill
6. Herbert. B. Mayo, "Investments: an Introduction", Thomson – South Western. 9th Ed.
7. Peter L. Bernstein and Aswath Damodaran, "Investment Management", Wiley Frontiers in Finance.
8. Dhanesh Khatri, "Security Analysis and Portfolio Management", 2010, Macmillan Publishers.
9. Sudhindra Bhat, "Security Analysis and Portfolio Management", 2009, Excel Books.
10. Preeti Singh, Investment Management, 2010, HPH, 17th Revised Edition.
11. Stephen A. Ross, Randolph Westerfield, and Jeffrey Jaffe, "Corporate Finance", TMH.

12. S. Chand “Investment Management: Security Analysis & Portfolio Management”.
13. S. Kevin, “Analysis and Portfolio Management”, PHI.
14. Punithavathy Pandian, “Security Analysis and Portfolio Management”, Vikas Publishing House
15. Donald E. Fisher and Ronald J. Jordan: “Securities Analysis and Portfolio Management”, Prentice Hall.
16. Graham & Dodd, “Security Analysis and Portfolio Management”, McGraw Hill.
17. Jack Clark Francis, “Investment”, TMH, New Delhi.

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

COURSE CODE – MB304E-F-II

Course: BANKING, FINANCIAL SERVICES &

INSURANCE

Course Objectives :

1. Comprehend the organization and roles of the Indian banking system.
2. Evaluate capital regulations for banks and the effects of the Basel Accords.
3. Investigate the Indian securities market and the range of financial services available.
4. Define insurance and assess its various types and societal advantages.
5. Understand life and general insurance products, along with their claims processes.

Course Outcomes :

1. Understand the Indian banking system and the functions of different types of banks.
2. Analyze bank capital regulation and the impact of Basel Accords.
3. Explore the Indian securities market and types of financial services.
4. Define insurance and examine its types and societal benefits.
5. Understand life and general insurance products and claims settlement.

Unit – I: Introduction to Banking: Structure of Indian Banking system- Evolution of Banking in India– nationalization, banking

reforms; scheduled- commercial banks, foreign banks; commercial banks versus payment banks; Types of banking –universal banking, wholesale banking, private banking, retail banking; financial intermediation by banks; Role of commercial banking and economic development, Functions of a Bank, Different types of accounts- RBI Functions

Unit – II: 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.

Unit - III: Financial Markets:

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

Financial Services:

Concept and meaning. Classification – Traditional and Modern activities; Fund-based and non-fund-based activities. Current scenario and challenges to the financial services sector in India.

Unit – IV: Insurance:

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

Unit – V: Life Insurance and General Insurance: The concept of Life Insurance, Life Insurance Products- Traditional and Market

Related, Pension Plans, Group Insurance, Insurance for the underprivileged; Tax treatment of Life Insurance; Claims settlement, General insurance types - Health and accident, Motor, Fire, Credit and crop

Suggested Books:

1. Introduction to Banking, Vijayaragavan Iyengar, Excel Books, 2009.
2. Banking and Insurance, O.P.Agarwal, Himalaya Publishing, 2010.
3. Bank Management & Financial Services, Peter.S.Rose & Sylvia. C. Hudgins, Tata McGraw Hill 2010, 7th Edition.
4. Bank Financial Management, IIBF, Macmillan 2010.
5. Management of Banking & Financial Services, Padmalatha Suresh & Justin Paul, Pearson, 2nd Edition.
6. Fundamentals of Risk & Insurance, Emmett J. Vaughan & Therese M. Vaughan, Wiley, India
7. Khan.M.Y., 2006, Financial Services, 3rd edition, TMH, New Delhi-8.

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

COURSE CODE – MB304E-M-I

**Course: INTEGRATED MARKETING COMMUNICATION
AND DIGITAL MARKETING**

Course Objectives:

1. Acquire skills to build valuable brands and connect with consumers through integrated marketing.
2. Examine key challenges in marketing communications planning.
3. Design a robust integrated marketing communication strategy.
4. Make data-driven decisions about advertising and digital marketing approaches.
5. Investigate digital and social media marketing in a global landscape.

Course Outcomes

1. Learn to create valuable brands and engage consumers through integrated marketing.
2. Analyze key issues in marketing communications planning.
3. Develop an effective integrated marketing communication process.
4. Make informed decisions in advertising and digital marketing.
5. Examine digital and social media marketing in a global market.

Unit-I Introduction

Integrated Marketing Communications, Recent Trends in the Market, Understanding the Marketing Process, Decisions for Effective Communications Campaign, Building Customer Based Brand Equity, Brand Loyalty, Successful Marketing Communications Campaign, Choosing Marketing Communications Agency, Structure of an Advertising Agency.

Unit-II IMC Planning Process

Consumer Information Processing, Steps of Effective Communications, Communications Objectives, How Advertising works – AIDA and Hierarchy of Effects Models, Consumer Approach to Buying Process: FCBGrid, Determining Marketing Communications Budget, Relationship between Communications Budget and Sales.

Unit-III Marketing Communications Mix

Theoretical Approaches to Advertising Design, Message Strategies - Cognitive, Affective and Conative, Advertising Appeals-Emotional, Fear, Humor, Rationality, Sex, Scarcity, Executional Frameworks-Animation, Slice of Life, Dramatization, Informative, Testimonial, Authoritative, Demonstration, Fantasy. Sales Promotions, Public Relations, Direct Marketing, Event Management, Sponsorship and Cause Related Marketing, Alternative Marketing, Crisis Management, Trade Fair and Exhibitions.

Unit-IV Digital Marketing

Digital Marketing - Components, Benefits, Plan, Skills required for Digital Marketing, Digital Marketing Platforms and Strategies, Trends, Search Engine Optimization and Content Marketing.

Unit-V Social Media

Social Media Marketing – Social Networking with Facebook, LinkedIn, Blogging as a social medium, Microblogging with Twitter, Social Sharing with YouTube, social media for Customer Reach, Acquisition and Retention. Evaluation of an Integrated Marketing Communications Campaign.

Suggested Books

1. Terence A. Shimp, J. Craig Andrews, Advertising, Promotion, and other aspects of Integrated Marketing Communications, 9th edition, Cengage, 2016
2. Kruti Shah and Alan D'Souza, Advertising and Promotions – An IMC Perspective, Tata McGraw Hill, 2013.
3. Michael Miller, B2B Digital Marketing, 1st edition, Pearson, 2014.
4. Seema Gupta, Digital Marketing, 1st edition, McGraw Hill, 2018.

MASTER OF BUSINESS ADMINISTRATION (MBA)
SYLLABUS
SEMESTER-III
COURSE CODE – MB304E-M-II
Course: ADVERTISEMENT & RETAIL MANAGEMENT

Course Objectives:

1. Comprehend the goals of advertising, including creative approaches and budget management.
2. Evaluate media planning strategies with an emphasis on reach, frequency, and technological aspects.
3. Investigate trends in organized retailing and different retail formats in India.
4. Assess challenges in rural retailing and the cultural factors influencing international retailing.
5. Create CRM strategies and merchandising practices while considering legal and ethical issues

Course Outcomes

6. Understand the role of advertising and its objectives, including creative strategies and budget allocation.
7. Analyze media planning strategies, focusing on objectives, reach, frequency, and technology use.
8. Explore trends in organized retailing and types of retail formats in India.
9. Examine challenges in rural retailing and cultural factors in international retailing.
10. Develop CRM strategies and merchandising management while addressing legal and ethical concerns.

Unit-I:

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

budget – Establishment & allocation, Budgeting approaches

Unit- II:

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

Unit – III:

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

Unit- IV:

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

Unit – V

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

Suggested Books:

1. Aaker, David A, Advertising Management 4th edition, PHI
2. Bajaj Tuli Srinivatsava , Retail Management, 3rd 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. Akileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill
10. Nicholas Alexander, International Retailing, Blackwell Basin Publishers Ltd
11. Dr.Harjith Singh, “Retail Management: A Global Perspective, Texts and Cases” S.Chand
12. S.A.Chanuwalla and KC.Sethia, “ Foundations of Advertising- Theory and Practice”, HPH

MASTER OF BUSINESS ADMINISTRATION
(MBA) SYLLABUS
SEMESTER - III COURSE CODE: MB304E-HR-I
Course: Global Human Resource Management

Course Objectives

1. Grasp the fundamentals of global HRM and the complexities of expatriate management.
2. Analyze workforce planning and performance management for expatriates.
3. Implement strategies for global HR planning and assessing labor demand.
4. Create effective training programs tailored for a global workforce.
5. Evaluate international performance management practices and compensation strategies.

Course Outcomes

1. Understand global HRM and expatriate management.
2. Evaluate workforce planning and expatriate performance management.
3. Apply strategies for global HR planning and labor demand.
4. Design training programs for a global workforce and manage assignments.
5. Assess performance management practices and international compensation.

Unit – I

Introduction to Global HRM: An overview, Strategic international HRM; Types of employees, Approaches to IHRM, sustaining international business operations, Special issues in international

HRM: Managing expatriates, Managing repatriates, Role of HRM in mergers and acquisitions, Ethical Issues in International HRM

Unit – II

HR functions in global context: Workforce planning and staffing, international recruitment & selection - MNCs International staffing approaches, Selection process and factors in expatriate selection; International training and management development – Expatriate training, International compensation- Approaches, benefits and taxes, International employee performance management Performance management and Performance appraisal of international employees.

Unit – III

Global Human Resource Planning: From Strategy to Decision about Work Demand and Labor Supply, External Environment Scanning, Job Design for Meeting Global Strategy Work Demand, HR Planning for the Long-term. Global Staffing: General Actors Affecting Global Staffing, Global Recruitment of Human Resources, Global Selection of Human Resources.

Unit – IV

Global Workforce Training and Development: Strategic Role of Training and Development in the Global Market Place, Fundamental Concepts and Principles for Guiding Global Training and Development, Training Imperative for the Global Workforce. Managing International Assignments: Expatriate Preparation, Foreign Assignment and Repatriation, International Assignments Considerations for Special Expatriates, New and Flexible International Assignments.

Unit – V

Global Workforce Performance Management: Performing Management Process, Important Consideration for Global

Performance Management, Planning and Implementing Global Performance Appraisal. Compensation for a Global workforce: Objectives of International Compensation Management, Complexities in International Compensation Management, Factors that affect International Compensation, Components and Structure of International Compensation Package. Approaches to International Compensation Management Expatriation and Repatriation.

Suggested Readings:

1. Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management, Cengage, 2017, 7th Edition
2. Tarique, I., Briscoe, D. and Schuler, R, International Human Resource Management: Policies and Practices for Multinational Enterprises (Global HRM), Routledge, 2016, 5th Edition
3. Srinivas R Kandula, International Human Resource Management, Sage, 4e, 2018.
4. Anne-Wil Harzing and Ashly H. Pinnington, International Human Resource Management, Sage Publications, 4e, 2017.
5. S.C. Gupta, International Human Resource Management, McMillan, 2e, 2017.
6. Charles M Vance and Yongsunpaik, Managing Global Work force, PHI, 3e, 2015.
7. Tony Edwards and Chris Rees: International Human Resource Management, Pearson, 2009.
8. Peter Dowling, International Human Resource Management: Managing People in a Multinational Context, Thomson, 5e, 2008.
9. Mark E. Mendenhall, Gary R. Oddou, Gunter K. Stahl, Reading and Cases in International Human Resource Management, Routledge, 4e, 2007.

MASTER OF BUSINESS ADMINISTRATION
(MBA) SYLLABUS
SEMESTER-III
COURSE CODE: MB304E-HR-II
Course: ORGANIZATION DEVELOPMENT

Course Objective:

1. Comprehend the definitions and significance of organization development.
2. Examine models and theories of planned change relevant to OD.
3. Diagnose organizational challenges and assess the effectiveness of interventions.
4. Apply human process interventions to improve team dynamics and relationships.
5. Evaluate strategic and techno-structural interventions, including cultural transformation.

Course Outcomes

6. Understand the definitions, history, and relevance of organization development (OD).
7. Analyze models and theories of planned change and their applications in OD.
8. Diagnose organizational issues and evaluate the effectiveness of OD interventions.
9. Implement human process interventions for team building and inter-group relations.
10. Assess techno-structural and strategic interventions, including restructuring and culture change.

Unit – I: General Introduction to OD:

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

Unit - II: Foundations of OD:

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

Unit—III: Managing the OD Process:

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

Unit—IV: Human Process Interventions:

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

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

Unit—V: Techno-Structural and Strategic Interventions:

Techno-structural interventions: Structural Design-(i) Restructuring Organization-Downsizing- Reengineering (ii) Employee

involvement: Quality Circles-Total Quality Management (iii) Work Design: Engineering Approach-System Approach.

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

Suggested Readings:

1. Thomas G. Cummings, Christopher G Worley, “Organization Development and Change”, 2007, Thomson, 8th Ed.
2. Wendell French, Cicil, H. Bell, Jr, Veena Vohra, “Organization Development”, 2006, Pearson Education.
3. Wendell French, Cicil, H. Bell, Jr. (6e) “Organization Development”, Prentice Hall of India.
4. Reider Dale, “Organization & Development - Strategies, Structures, and Process”, 2006, Sage Publications, New Delhi.
5. Kavitha Singh, “Organization Change & Development”, 2005, Excel Books.
6. R. Sullivan, Gary Mclean, Jossey Bass. Brown, “Practicing Organization Development’, 2006, Pearson Education.
7. S. Ramanarayan, T.V. Rao, Kuldeep Singh, “Organization Development-Intervention and Strategies”, 2006, Response Books.

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

COURSE CODE: MB304E-S-I

Course: DATA BASE MANAGEMENT SYSTEM

Course Objectives:

1. Understand database architecture and various data models.
2. Apply SQL for database design and data manipulation.
3. Evaluate and optimize strategies for query processing.
4. Comprehend transaction processing and concurrency control.
5. Utilize SQL and PL/SQL, including constraints and functions.

Course Outcomes

1. Understand database architecture and data models.
2. Apply SQL for database design and manipulation.
3. Evaluate and optimize query processing strategies.
4. Understand transaction processing and concurrency control.
5. Utilize SQL and PL/SQL, including constraints and functions.

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.

Unit-IV: Transaction Processing and Database Security:

Concurrency control, ACID property, Serializability of scheduling, Locking and time stamp-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, All, view and its types., transaction control commands

Suggested Books :

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

**MASTER OF BUSINESS ADMINISTRATION
(MBA) SYLLABUS SEMESTER-III
COURSE CODE – MB304-E-S-II
Course: MACHINE LEARNING & ARTIFICIAL
INTELLIGENCE**

Course Objectives:

1. Understand the complexity and applications of machine learning algorithms.
2. Apply common algorithms to solve business-related problems.
3. Differentiate among various machine learning solutions.
4. Grasp the fundamental principles of intelligent systems.
5. Evaluate search mechanisms and design chatbots for practical use.

Course Outcomes

1. Understand the complexity of machine learning algorithms.
2. Apply common machine learning algorithms to solve business problems.
3. Differentiate between various machine learning solutions.
4. Grasp the fundamental principles of intelligent systems.
5. Evaluate different search mechanisms and design a chatbot.

Unit-I Machine Learning

What is Machine Learning; Types of Machine Learning Algorithms- Supervised, Unsupervised and Reinforcement Learning.

Supervised Learning- K Nearest Neighbors, Random Forest and Boosting Case Study: Predicting Employee Churn Using KNN, RF and Boosting.

Unit-II Recommender Systems Using Machine Learning

User Based Similarity- Calculating Cosine Similarity Between

Users, Filtering Similar Users, Challenges with User Based Similarity. Item Based Similarity- Calculating Cosine Similarity between Movies, Finding Most Similar Movies. Matrix Factorization

Case Study: Application of Recommender System using Netflix Movie Recommender Data.

Unit-III Decision Tree Classification

Introduction to Decision Tree; Building Decision Tree Classifier using Gini Criteria; Measuring Test Accuracy; Displaying the Tree; Building Decision Tree Classifier using Entropy Criteria; Finding Optimal Criteria; Maximum Depth of the Tree and Benefits and Disadvantages of Decision Tree

Case Study: Applying Decision Tree Classification on German Credit Data.

Unit- IV Artificial Intelligence

Introduction- Meaning and Foundations of AI, History of AI. Intelligent Agents- Agents and Environments, Concept of Rationality, Nature of Environments, The Structure of Agents, AI: The present and Future.

Problem Solving-I: Solving Problems by Searching- Problem Solving Agents, Searching for Solutions, Uninformed Search Strategies, Informed Search Strategies, Heuristic Functions.

Unit-V Problem Solving

Beyond Classical Search- Local Search Algorithms and Optimization Problems, Beyond Classical Search, Adversarial Search, Constraint Satisfaction Problems, Chatbot –Introduction, Characteristics and its importance.

Suggested Text Books

1. Wei- Meng Lee, “Python Machine Learning”, Weily, 3rd Ed., 2019.
2. Rich, Knight, Nair, “Artificial Intelligence”, Tata McGraw Hill, 3rd Ed., 2017.
3. Tom M. Mitchell, “Machine Learning”, McGraw Hill, 4th Ed., 2017.
4. Russell, Norvig, “Artificial Intelligence: A Modern Approach”, Pearson Education, 2nd Ed., 2015.
5. Paul Deitel, Harvy Deitel, “Python for Programmers- with introductory AI Case Studies”, 1st Ed. Pearson Education, 2019.
6. Puneet Mathur, “Machine Learning Applications Using Python: Cases Studies from Healthcare, Retail, and Finance”, 1st Ed., Apress, 2019.
7. Joshua Eckroth, “Python AI Projects for Beginners”, 1st Ed., Packt Publishers, 2018.
8. Shalev-Shwartz, Ben-David, “Understanding ML from Theory to Algorithms”, 1st Ed., Cambridge University Press, 2014.
9. Stephen Marsland, Machine Learning - An Algorithmic Perspective, 2nd Ed., CRC Press, 2014.
10. Saroj Kaushik, “Artificial Intelligence”, 1st Ed., Cengage Learning India, 2011.

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

SEMESTER-IV

COURSE CODE – MB401C

Course: SUPPLY CHAIN MANAGEMENT

Course Objectives :

1. Understand the core concepts and objectives of supply chain management.
2. Analyze the logistics structure and inventory management roles.
3. Evaluate transportation methods and warehousing strategies.
4. Assess the impact of information technology on supply chain processes.
5. Design effective supply chain networks, recognizing the roles of distributors.

Course Outcomes

1. Understand supply chain management concepts, objectives, and global strategies.
2. Analyze logistics structure and the role of inventory management.
3. Evaluate transportation methods and warehousing strategies.
4. Assess the impact of information technology on supply chain processes.
5. Design supply chain networks and recognize the roles of distributors and human resources.

Unit - I: Introduction to supply chain Management

Introduction to Supply Chain Management-Concept, Objectives and function of SCM, conceptual framework of SCM, supply chain

strategy- Global Supply Chain Management, Value chain and value delivery systems for SCM, Bull-whip effect.

Unit - II: Supply Chain Structure and Inventory in SC

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

Unit - III: Role of Transportation in Supply Chain

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

Unit - IV: Information Technology in SCM

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

Unit - V: Key Operation Aspects in Supply Chain

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

Suggested Books:

1. Shah, J, “Supply Chain Management”, 2009, 1st Ed. Pearson.
2. Crandall, Richard E & others, “Principles of Supply Chain Management”, 2010, CRC Press.

3. Mohanty, R.P and Deshmukh, S.G, “Essentials of Supply Chain Management”, 2009, 1st Ed. Jaico,
4. Chandrasekaran. N, “Supply Chain Management process, system and practice”, 2010, Oxford, 1st Ed.
5. Altekar, V. Rahul, “Supply Chain Management”, 2005, PHI.
6. Leenders, Michiel R and others, “Purchasing and Supply Chain Management”, 2010, TMH.
7. Coyle, J.J., Bardi E.J. Etc., “A Logistics Approach to Supply Chain Management”, 2009 Cengage, 1st Ed.
8. Stapenhurst, T, “The Benchmarking Book: A how-to-guide to best practice for Managers and Practitioners”, 2009, Elsevier.
9. Ling Li, “Supply Chain Management: Concepts, Techniques and Practices”, 1st ed, 2009, Cambridge.
10. Power Mark J & others, “The Outsourcing Hand book How to implement a successful outsourcing process”, 2007, Kogan page, 1st Ed.
11. Gustafsson K & others, “Retailing Logistics & Fresh food Packaging Managing change in the supply chain”, 2008, Kogan page, 1st Ed.
12. Kachru Upendra, “Exploring the Supply Chain Theory and Practice”, 2009, Excel books.
13. 14.Stadtler,H & Kilger, C, “Supply Chain Management and Advanced Planning concepts, Models, Software and Case Studies”, 2002, Springer, 2nd Ed.
14. 15.Mentzer, Joha, T, “Supply Chain Management”, 2005 Response.
15. 16.Gattorna, JL & Walters, DW, “Managing the Supply Chain”, 2004, Palgrov.

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

Semester-IV

COURSECODE–MB402C

Course: CORPORATE GOVERNANCE AND ETHICS

Course Objectives

1. Explore corporate governance principles and assess their influence on organizational performance.
2. Identify roles and responsibilities within governance frameworks and their implications for decision-making.
3. Examine relevant corporate governance codes and participation in governance forums.
4. Analyze Corporate Social Responsibility (CSR) concepts and their reporting standards.
5. Investigate ethical considerations and the factors shaping ethical decision-making in business.

Course Outcomes

1. Understand corporate governance principles and their impact on organizational success.
2. Analyze roles and responsibilities within governance structures.
3. Familiarize with corporate governance codes and forums.
4. Comprehend Corporate Social Responsibility (CSR) concepts and reporting practices.
5. Evaluate business ethics and factors influencing ethical decisions.

UNIT I- Corporate Governance

Corporate governance—meaning—objectives—need—importance—principles—corporate governance and organization success.
Corporate governance in India

UNIT II-Levels of Governance Structure

Corporate governance and role, responsibilities and powers-Board of Directors, Corporate Management Committee and Divisional Management Committee.

UNIT III- Corporate Governance Forum

CII code on corporate governance – features - Various Corporate Governance forums – CACG, OECD, ICGN AND NFCG.

UNIT IV-Corporate Social Responsibility

Corporate Social Responsibility – definition – nature – levels – phases and approaches, principles, Indian models – dimensions. Corporate social reporting - Objectives of Corporate Social Reporting and case studies.

UNIT V- Business Ethics

Business ethics – meaning, significance, scope – factors responsible for ethical and unethical business decision. Unethical practices in Business – Business ethics in India – Ethics training programme.

Practical orientation – Students can be assigned to submit a report on CSR activities of the Institution in which they have undergone institutional training.

Suggested Readings:

1. Dr. Neeru Vasishth and Dr. Namita Rajput - Corporate Governance values and ethics, Taxmann Publications Pvt Ltd, New Delhi.
2. S. Sanakaran - International Business & Environment, Margham Publication, Chennai.
3. Dr.S.S.Khanka –Business Ethicsand Corporate Governance, S.ChandP ublication.
4. Sundar.K, Business Ethics and Value, Vijay Nichole Prints, Chennai.
5. Taxmann-CorporateGovernance, Indian Institute of Corporate Affairs,
6. A.C.Fernando, K.P.Muralidharan & E.K.Satheesh – Corporate Governance, Principles, Policies and Practices, Pearson Education.

Journals

- Journal of Corporate Governance Research – Macrothink Institute
- Indian Journal of Corporate Governance, Bi-annual journal–Sage Journals

e-learning Resources

- <https://elearningindustry.com>
- <https://essentialskillz.com>

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

COURSE CODE – MB403E-F-I

Course: FINANCIAL RISK MANAGEMENT

Course Objectives

1. Understand fundamental risk concepts and categorize different types of risks within the risk management process.
2. Utilize Value at Risk (VaR) and Cash Flow at Risk (CaR) in investment analysis and decision-making.
3. Assess derivatives such as forwards and futures as tools for effective risk management.
4. Evaluate the use of interest rate and currency swaps for hedging financial risks.
5. Explore options and their pricing models to manage financial uncertainties.

Course Outcomes :

1. Understand risk concepts, types, and the risk management process.
2. Apply Value at Risk (VaR) and Cash Flow at Risk (CaR) for investment decisions.
3. Analyze derivatives, including forwards and futures, for risk management.
4. Evaluate interest rate and currency swaps for hedging risks.
5. Assess options and their pricing models in risk management.

Unit – I: Introduction

The concept of Risk, Nature, Need and scope of risk. Source, measurement, identification and evaluation of Risk. Types of risk– Product market risk and capital market risk. Possible Risk events, Risk Indicators, Risk Management Process–pre-requisites and

fundamentals. Misconceptions of Risk. An integrated approach to Corporate Risk Management. Risk management approaches and methods. A comprehensive view of Risk in Financial Institutions. Risk reporting process—internal and external.

Unit – II: Measurement and Management of Risk:

Value at risk (VaR): The concept, computation, stresses testing, back testing. Cash flow at risk (CaR): VaR and CaR to make investment decisions.

Managing risk when risk is measured by VaR or CaR

Non-Insurance methods of Risk Management-Risk Avoidance, Loss Control, Risk Retention and Risk Transfer.

Asset-Liability Management (ALM): evolution & concept, RBI guidelines.

Capital Adequacy. Management of interest rate risk, liquidity risk, credit risk and exchange rate risk.

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

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

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

Futures contracts: Definition. Clearing house, margin requirements, marking to the market. Basis and convergence of future price to spot price. Valuation of Futures contract. Differences between forward contracts and futures contracts. Risk management with

Futures contracts—the hedge ratio and the portfolio approach to a risk—minimizing hedge.

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

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

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

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

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

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

Suggested Readings:

1. Dun and Bradstreet, “Financial Risk Management”, 2007, TMH, Delhi.
2. Paul Hopkins, Kogan Page, “Fundamentals of Risk Management”, 2010, Institute of Risk Management.
3. Ravi Kumar, “Asset Liability Management”, Vision Books Pvt. Ltd.

4. David. A. Dubofsky & Thomas. W. Miller, Jr., “Derivatives Valuation and Risk Management”, 2003, Oxford University Press.
5. Jean-Philippe Bouchaud and Mark Potters, “Theory of Financial Risk and Derivative Pricing”, 2009, 2nd Ed. Cambridge press
6. John C. Hull & Sankarshan Basu, “Options, Futures and Other Derivatives”, 7th Ed, Pearson Education.
7. “Theory and Practice of Treasury and Risk Management in Banks”, Indian Institute of Banking and Finance, March 2006, Taxmann
8. Peter S. Rose & Sylvia C. Hudgins, “Bank Management & Financial Services”, 7th Ed, Tata McGraw- Hill
9. Rene. M. Stulz, “Risk Management & Derivatives”, 2003, Thomson Southwestern.
10. Jayanth Rama Varma, “Derivatives and Risk Management”, TMH.
11. Don M.Chance & Robert Brooks, “Derivatives and Risk Management Basics”, 2008, Indian Edition, Cengage Learning
12. M. A. H. Dempster, “Risk Management: Value at Risk and Beyond”, 2002, Cambridge press.

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

COURSE CODE – MB403E-F-II

Course: INTERNATIONAL FINANCE

Course objectives

1. Trace the evolution and structure of the international financial system and its key components. Analyze the foreign exchange market structure and participants.
2. Explore exchange rate theories and risk management for multinationals.
3. Evaluate foreign investment decisions and cash management.
4. Examine the international tax environment and tax minimization strategies.

Course outcomes

1. Explain the evolution and structure of the international financial system.
2. Analyze the dynamics of the foreign exchange market and its key participants.
3. Apply exchange rate theories to assess currency risks in multinational operations.
4. Evaluate foreign investment opportunities and develop effective cash management strategies.
5. Assess the implications of international taxation and implement tax planning strategies.

Unit - I: International Financial System: Evolution of international financial system—gold standard, Breton woods standard, floating exchange rate, EMS, currency board, sterilized and unsterilized intervention; international financial markets, Global

financial institutions–IMF, Bank for International Settlements; international banking–euro bank, types of banking offices–correspondent bank, representative office, foreign branch, subsidiary bank, offshore bank; international financial instruments–euro CP, Eurobonds, foreign bonds, global bonds, euro equity, ADR, GDRs

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

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

Unit-III: Multinational Corporate Decisions in Global Markets: Nature of International Finance Functions and the Scope of International Financial Management, IFM and Domestic FM, Foreign investment decision-Foreign direct investment (FDI)– motives, FDI theories-theory of comparative advantage, OLI paradigm of FDI in India, modes of foreign investment, evaluation

of overseas investment proposal using NPV and APV; international cash management, multinational capital structure decision, cost of capital, international portfolio diversification- rationale, barriers, home country bias

Unit - V: International Tax Environment: Types of taxation– income tax, withholding tax, value added tax, Tobin tax; tax environment– worldwide approach, territorial approach, Foreign tax Credits; tax havens, Organization Structure for reducing tax liabilities- Branch and subsidiary income, Payments to and from foreign affiliates, Controlled foreign corporation; netting, offshore financial centres, reinvoicing Centre, 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. EunC.S., ResnickB.G, “International Financial Management”, 2010, TataMcGraw Hill Education Pvt. Ltd., 4th Ed. Special Indian Edition.
2. LeviM., “InternationalFinance”,2009, 5thEd.Routledge, Taylor&FrancisGroup.
3. ShailajaG, “International Finance”,2011, 2nd Ed.Orient Blackswan.
4. HendrikVandenBerg, “International Financeand Open Economy Macro Economics”, 2009, 1st Ed.Cambridge.
5. SharanV., “InternationalFinancialManagement”, 2009, 5thEd.PHI, EEE.
6. MaduraJ., “International Financial Management”, 2010, 4th Ed.Cengage Learning.
7. ApteP.G, “InternationalFinance”,2008, 2ndEd.McGrawHill.
8. “RiskManagement,2006IndianInstituteofBanking&Finance, Macmillan.
9. MadhuVij, “InternationalFinancialManagement”, 2010, 3rdEd.ExcelBooks.
10. Jain, Peyrard and Yadav “International Financial Management,”Trinity Press, 2010.

MASTER OF BUSINESS ADMINISTRATION (MBA)
SYLLABUS SEMESTER-IV
COURSE CODE – MB403E-M-I
Course: CONSUMER BEHAVIOR

Course Objective :

1. Investigate the dimensions of consumer behavior and the research methodologies employed.
2. Analyze the psychological factors such as motivation, personality, and perception that influence consumer choices.
3. Explore the impact of cultural and social factors on consumer behavior.
4. Evaluate the stages of the consumer decision-making process and analyze post-purchase behavior.
5. Apply various consumer behavior models to practical marketing scenarios.

Course outcomes

6. Understand the dimensions and research process of consumer behavior.
7. Analyze motivation, personality, and perception in marketing contexts.
8. Examine the influence of culture and social factors on consumer behavior.
9. Evaluate the consumer decision-making process and post-purchase behavior.
10. Apply various models of consumer behavior to real-world marketing scenarios.

Unit - I: Introduction to Consumer Behaviour

Contemporary Dimensions of Consumer Behaviour, CB research process. Concepts and theories of motivation and personality and

their Marketing implications. The concept of perception and its impact on Marketing Strategies.

Unit – II: Theories of Consumer Behaviour

Learning principles and their marketing implications: Concepts of conditioning, important aspects of information processing theory; encoding and information Retention, Retrieval of information, Split-brain Theory.

Unit – III: Impact of Culture on Consumer Behaviour

Social and cultural settings: Culture, Sub-culture and Cross culture and Cross-cultural marketing practices. Family Life Cycle-1, 2, 3 and reference groups – Life Style Influences.

Unit – IV: Consumer Behaviour Decision

Consumer decision making: Information Search, evaluation of alternatives. Steps between evaluation of alternatives and purchase decision. Post-purchase behaviour, Customer action and disposal of products.

Unit – V: Models of Consumer Behaviour

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

Suggested Books:

1. Schiffman and Kannik, “Consumer Behavior”, 2004, Pearson Education / PHI.
2. Black-well, R. Miniard PW and Engel, “Consumer Behavior”, 2005, Thomson Learning.
3. Loudon and Della Bitta, “Consumer Behavior”, 2004, TMH.

4. Dinesh Kumar Consumer Behavior Consumer Behaviour, 2014, oxford University Press
5. Gary Lilien, "Marketing Models", 2000, PHI.
6. Suja R. Nair, "Consumer Behaviour in Indian perspective", 2010, HPH.
7. Sheth and Mittal, "Consumer Behavior", 2004, Thomson Learning.
8. Stish Batra, "Consumer Behavior", 2009, Excel Books New Delhi.

MASTER OF BUSINESS ADMINISTRATION (MBA)
SYLLABUS
SEMESTER-IV
COURSE CODE – MB403E-M-II
Course: SERVICES MARKETING & GLOBAL
MARKETING

Course Objective:

1. Define the scope and essential concepts of services in the marketing context.
2. Analyze the service marketing mix and develop strategies for quality management.
3. Address challenges in service marketing and formulate effective marketing strategies.
4. Evaluate the global marketing landscape and its implications for strategy development.
5. Identify and assess global customer needs for international brands.

Course Outcomes

1. Understand the scope and concepts of services.
2. Analyze the service marketing mix and quality management.
3. Develop strategies for service marketing challenges.
4. Evaluate global marketing environments.
5. Identify global customer needs for international brands.

Unit – I: Service :

Concepts, Scope of Services. Goods-Services continuum. 4Is of Services Goods and Services. Categorization. Industrial Services. Segmentation target Marketing and positioning. Customer expectations and perceptions of services.

Unit – II: Service marketing Mix:

Product, Pricing, Place, Promotion, People, Physical evidence and process. Service Quality- Dimensions of quality. Understanding Quality Management. Measuring service Quality.

Unit – III: Strategies for Marketing:

Overview, strategies for dealing with intangibility, inventory, inconsistency and inseparability. Building customer Relationship through Segmentation and retention strategies. Service Marketing Triangle- External Marketing, Internal Marketing, Relationship Marketing and Interactive Marketing.

Unit – IV: Introduction to Global Marketing

Importance of Global Markets–Consumer Markets–The Environment of Global Marketing–Cultural Environment–Economic Environment–Demographic Environment–Political and Government Environment–Technological Environment.

Unit – V: International Brands and International Products

Identifying Global customer needs–Satisfying Global Customers–Coordinating Marketing Activities- Global Product Planning–Product Objectives–New Products in Global Marketing–Distinction between Global Marketing and Indian Marketing.

Suggested Books :

1. Govind APTC Services MKT., Oxford Lee & Carter, Global Marketing, Oxford
2. Lovelock, Chatterjee, “Services Marketing People, Technology Strategy”, 2006, 5th Ed, Pearson Ed.
3. Rampal M. K and Gupta S. L, “Services Marketing Concepts, Applications and Cases, 2000, Galgotia Publishing Company – New Delhi.
4. Francis Cherunilam, “International Marketing”, 2008, HPH, Mumbai, 11th Ed.

5. Sreeramulu & Neelakantam, International Marketing, Paramount Publications, 2013
6. Dr. Gajendra Sharma, “International Marketing, Test and Cases”, Excel Books, New Delhi.
7. Kate, Jean Pierre, H. David, “International Marketing, 2008, Cengage Learning, India Pvt. Ltd. New Delhi.
8. Svend Hollensen & Madhumita Banergee, “Global Marketing”, 2010, 4th Ed. Pearson Publications.
9. Onkavisit, “International Marketing”, 2008, 5th Ed. Routledge Publications.
10. C. Bhattacharjee, “Services Marketing, Concepts and Planning”, 2010, Excel Books, New Delhi.
11. Philip R Careora, John L Graham, Prashant Salwan, “International Marketing”, Tata McGraw Hill Pvt. Ltd. New Delhi.
12. S.M.JHA, “Services Marketing”, 2009, HPH, Mumbai.
13. P. K. Vasudeva “International Marketing”, 4th Ed Excel Books, New Delhi.
14. Vinnie Jauhari, Kirti Dutta, “Services”, Oxford University Press, New Delhi.

MASTER OF BUSINESS ADMINISTRATION (MBA)
SYLLABUS
SEMESTER - IV
COURSE CODE – MB403E-HR-I
Course: COMPENSATION MANAGEMENT

Course Objectives

1. Explore principles of strategic compensation and their organizational impact.
2. Assess how compensation affects employee behavior and performance.
3. Design competitive and equitable compensation systems.
4. Manage employee benefits to align with organizational goals.
5. Address contemporary challenges in international and executive compensation.

Course Outcomes

1. Understand the principles of strategic compensation management.
2. Analyze the impact of compensation on employee behavior and performance.
3. Design equitable and competitive compensation systems.
4. Manage and plan employee benefits effectively.
5. Address contemporary challenges in international and executive compensation.

UNIT - I: Introduction to Strategic Compensation Management:

Concept of compensation-Exploring and defining the compensation context–System of compensating–compensation dimensions–concept of reward–Role of compensation in Organization- Non-financial compensation system–Concept of total reward system-New

trends in compensation management–The 3-P compensation concept.

UNIT – II: Compensation and Employee Behaviour:

Bases For Traditional Pay System and Modern Pay System– Establishing Pay Plans–Aligning Compensation Strategy with HR Strategy and Business Strategy–Seniority and Longevity pay- Linking Merit Pay with Competitive Strategy–Incentive Pay–Person focus to Pay–Team Based Pay.

UNIT – III: Designing Compensation System:

Building internally consistent Compensation System–Creating Internal Equity through Job Analysis and Job Valuation–Building Market Competitive Compensation System–Compensation Surveys– Integrating Internal Job Structure with External Market Pay Rates– Building Pay Structures that Recognize Individual Contributions– Constructing a Pay Structure–Designing Pay for Knowledge Program.

UNIT – IV: Employee Benefits Management:

Components–Legally required Benefits–Benefits Administration– Employee Benefits and Employee Services–Funding Benefits through VEBA–Costing the Benefits–Components of Discretionary Core Fringe Compensation–Designing and Planning Benefit Program–Totally Integrated Employee Benefit Program.

UNIT – V: Contemporary Strategic Compensation Challenges:

International Compensation and Competitive Strategies–Executive Compensation Packages– Compensating Executives–Compensating the Flexible Workforce–Contingent Employees and Flexible Work Schedules–Compensation for Expatriates and Repatriates–Strategic Issues and Choices in Using Contingent and Flexible Workers.

Suggested Readings:

1. Handerson, “Compensation Management in a Knowledge Based World”, 2007, Pearson Ed. 9th Ed.
2. Joseph Martocchio, “Strategic Compensation”, 2006, Pearson Ed Richard I 3rd Ed.
3. Milkovich & Newman, “Compensation”, 2005, Tata McGraw –Hill, New Delhi.
4. Dr. Kanchan Bhatia, “Compensation Management”, 2009, Himalaya Publishing House.
5. Tapomoy Deb, “Compensation Management”, 2009, Excel Books, New Delhi.
6. Dipak Kumar Bhattacharyya, “Compensation Management”, 2009, Oxford University Press.

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

COURSE CODE – MB403E-HR-II

Course: PERFORMANCE MANAGEMENT

Course Objectives

1. Understand key concepts in performance management and its importance.
2. Evaluate the effectiveness of performance appraisal methods.
3. Implement benchmarking strategies for organizational improvement.
4. Apply competency mapping to enhance compensation plans.
5. Develop performance metrics to drive organizational success.

Unit – I: Introduction:

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

Unit – II: Performance Appraisal:

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

Unit – III: Performance Bench marking:

Human information processing and performance loop, performance shaping factors–Yerkes– Dodson’s Law-Corporate performance

management-EFQM Excellence model–Diagnostic and Process bench marking. PM Audit, PM pathway analysis. The impact of Performance Management on Line managers and Employees.

Unit – IV: Competency mapping and Pay Plans:

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

Unit – V: Performance Metrics and Models:

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

Suggested Books:

1. MichaelArmstrong, “Performance Management”,2010, kogan Page.
2. RobertLCardy, “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, Excelbooks.
8. S.N. Bagchi, “Performance Management”,2010, Cengage.
9. MArmstrong, “Performance Management & Development”,2010, Jaico.
10. Prem Chadha, “Performance Management”,2009, Macmillan.
11. JoeWillmore, “Performance Basics”, 2004, ASTD Press.

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

COURSE CODE – MB403E-S-I

Course: DATA VISUALIZATION

Course Objectives

1. Create impactful data visualizations for business insights.
2. Familiarize with data handling methods for analysis.
3. Use data manipulation techniques for decision-making.
4. Present data effectively using Tableau.
5. Conduct data analyses to inform strategic decisions.

Course Outcomes

1. To design compelling data visualizations for insights for solving business problem.
2. Get familiarize with data handling methods and models.
3. To apply the data manipulation techniques for decision making.
4. To able to present the data in a compelling manner using the Tableau.
5. To able to conduct analysis on the data for strategic decision making.

Unit I: Effective Communication of Quantitative Information

Purpose, Scope, Communication Style, Quantitative relationships, differing roles of tables and graphs Mechanics of Sight, applying visual attributes to design, Gestalts principle, Fundamental variations of tables, Fundamental variations of graphs General Design principles for Communication Organizing, Highlighting, Integration, Table design, General graph design, Component level graph design, multi- Variable display.

Unit - II: Introduction to Data Handling

Overview of Data Analysis, Introduction to Data visualization, Working with Logical and financial functions, Data Validation & data models, Power Map for visualizing data, Power BI-Business Intelligence, Dashboard designing.

Unit - III: Introduction to Data Manipulation

Heat Map, Tree Map, Smart Chart, Column Chart, Line Chart , Pi, Bar, Area, Scatter Chart, Data Series, Axes, Chart Sheet, Trendline, Error Bars, Sparklines, Combination Chart, Gauge, Thermometer Chart , Gantt Chart, Pareto Chart etc., Frequency Distribution, Pivot Chart, Slicers, Tables: Structured References, Table Styles, What-If Analysis: Data Tables, Goal Seek, Sensitivity Analysis, Histogram, Descriptive, Statistics, Anova, F-Test, t-Test, Moving, Average, Exponential Smoothing, Correlation model, Regression model.

Unit - IV: Getting Started with Tableau

Tableau-Tableau product suite, Working, Tableau Architecture, Tableau Repository, Connecting to Data & Introduction to data source concepts, Understanding the Tableau workspace, Dimensions and Measures, Data Types & Default Properties, Building basic views.

Unit – V: Data Strategy

Understanding Product & Category, Competitive Analysis, Market Share understanding- Market potential Index, Seasonality Sales Trending, Consumer behavior Analytics-MIND AND MARKET FACTORS, Budget planning & Execution- MIMI, Regression & Correlation Analysis for Sales trending, Forecasting method with predictive investment modelling, Cohort Analysis, Google Analytics (GA).

Suggested Readings:

1. Camm Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams; Essentials of Business Analytics; C e n g a e Learning, 2015
2. Tristan Guillevin, Getting Started with Tableau 2019.2: Effective data visualization and business intelligence, Packt Publishing, 2019, 2nd Edition.
3. Claus O. Wilke, Fundamentals of Data Visualization, O'Reilly Media, 2019.
4. Cole Nussbaumer Knafllic, Storytelling with Data: A Data Visualization Guide for Business Professionals, Wiley, 2015, 1st Edition
5. Stephanie D.H. Evergreen, Effective Data Visualization: The Right Chart for the Right Data, SAGE Publications, 2019.
6. Kieran Healy, Data Visualization a Practical Introduction, Princeton University Press, 2019

MASTER OF BUSINESS ADMINISTRATION (MBA)
SYLLABUS SEMESTER-IV
COURSE CODE – MB403E-S-II

Course: DATA MINING FOR BUSINESS

Course Objectives

1. Understand data mining concepts and preprocessing techniques.
2. Extract and visualize knowledge from data effectively.
3. Identify associations among purchased items and cluster datasets.
4. Explore classification problems in various sectors.
5. Apply sentiment analysis to derive business insights.

Course Outcomes

1. understand the concepts of Data Mining and Data Preprocessing.
2. Extract and represent the knowledge from data by Preprocessing and Visualization
3. Establish the Association among frequently purchased items and categorize the dataset into different clusters.
4. Understand the concept of classification problems and their applications across different sectors.
5. Apply sentiment analytics to various real time business applications.

Unit - I Introduction to Data Mining

Definition -Data Mining and knowledge recovery-Motivating challenges -origins of Data mining-Data Mining tasks.

Unit-II Data Preprocessing

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, Naive Algorithm, Apriori Algorithm, Software for Association Rule Mining.

Classification and prediction: Decision Tree, Bayesian classification, Rule – base classification, Prediction -Linear Regression.

Clustering: Basic issues in Clustering, Partitioning methods-clustering analysis software.

Unit-IV Web mining and other mining

Web mining -introduction-Web content mining ,Web usage mining ,Web structure mining-Spatial Data mining -Text mining -Multimedia mining.

Unit-V Data mining Applications Application strength of Data mining-Data mining for Banking and Financial Data analysis -Data mining in insurance -Data mining in Biological Data analysis-Social media marketing-CRM-Tourism industry -Agriculture.

Suggested Textbook's:

1. Szabo, Gungar Polatkan, Oscar Boykin, Chalkiopoulos, "Social Media Data Mining and Analytics", 3rd i. Ed., Wiley, 2019.
2. Ian H.Witten, Eibe Frank, Mark A.Hall, Christopher J.Pal, "DataMining: Practical Machine Learning Tools and Techniques", 4th Ed., Elsevier, 2017.

3. Megan Squire, "Mastering Data Mining with Python– Find patterns hidden in your data", 1st Ed., PACKT Publishing, 2016.
4. Florin Gorunescu, "Data Mining: Concepts, Models and Techniques", Vol12, Springer, 2011.
5. Luis Torgo, "Data Mining with R: Learning with Case Studies", 2nd Ed., CRC Press, 2011.
6. Jiawei Han, Jian Pei, Micheline Kamber, "Data Mining: Concepts and Techniques", 3rd Ed., Elsevier, 2010.
7. Joseph B.Pigus, "Data Mining With Neural Networks", 2nd Ed., TMH, 2017.
8. Robert Layton, "Learning Data Mining With Python", 2nd Ed., PACKT Publishing, 2015.
9. Xin-She Yang, "Introduction to Algorithms for Data Mining and ML", 1st Ed., Academic Press, 2019.
10. Boris Kovalerchuk, Evgeni Vityaev, "Data Mining in Finance", 3rd Ed., Kluwer Academic Publishers, 2010.