



PALAMURU UNIVERSITY
DEPARTMENT OF BUSINESS MANAGEMENT,
UNIVERSITY P.G. COLLEGE
BANDAMEEDIPALLY, MAHABUBNAGAR – 509001


Date: 13.11.2024

Board of Studies (BoS) Meeting Minutes

Minutes of the BoS meeting held on 13/11/2024 for the academic year 2024-25 regarding the MBA III and IV syllabus of Palamuru University in Mahabubnagar at Department of Business Management, Osmania University, Hyderabad campus.

Members Present:

1. Prof. D. Sreeramulu, OU – Chairman, BoS of Palamuru University


13/11/2024


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2. Prof. Aluvala Ravi, MGU – Member, BoS of Palamuru University

3. Prof. Y. Jahangir, OU – Member, BoS of Palamuru University

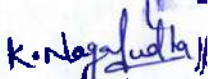

13/11/2024

4. Prof. S. Smitha, OU – Member, BoS of Palamuru University


13/11/2024

5. Dr. Kalyan Chakravarthy, Dr Reddy Labs – Member, BoS of Palamuru University,

6. Dr.K. Nagasudha, Head, DBM, P.U – Member, BoS of Palamuru University


13/11/2024

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RECOMMENDATIONS

Seminar Presentation for MBA II Semester External should be provided :

External can be allowed for MBA II Semester and can allotted to the University faculty members who have completed 10 years of service in the department.

Specializations:

All the four specializations Finance, Human Resource, Marketing and Systems may be allowed with atleast 10% students adopting / choosing the specific specialization

Add on Courses :

Add on courses can be initiated in the department in order to help the MBA students become more employable and improve their job prospects. Add on Courses Namely Digital Marketing, Social media marketing, AI, IoT, Data Science, Business Analytics, Entrepreneurship, Stock Market, HR Analytics, Mutual Funds, Personality Development and Business Communication are suggested. (whichever is latest / demanded course can be approved with a panel of faculty members of department and principal if the add on course is not mentioned above)

Industrial Visit:

One-day Industrial visit within local area for MBA I years and a Radius of 100 to 120 kms distance area for MBA II years can be taken according to favorable climatic conditions with duly consent of parents or guardians. University should fix a budget for MBA II year industrial visit during final Semester.

Online Evaluators:

External and Internal can be allotted to the eligible and interested faculty with atleast 3 years of experience in teaching in the concerned subject under jurisdiction of any Telangana state universities recognized, in addition to the faculty members mentioned in the approved list (during 2023-24 and 2024-25) can be approved with a panel members of faculty members of department with concerned Principal / COE.

Note: In case of any faculty member is unable to evaluate the particular subject, then above action can be initiated upon emergency.

* Add +2 credits — Total 102 credits * classes per unit 12-15 is min. 60

The above mentioned resolutions has been suggested to be included in the MBA Curriculum

Konagudha H.
(Dr. K. Nagasudha)

Prin. B. Srinivas
(Prof. B. Srinivas)

Prof. D. Sreenivasulu
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PALAMURU UNIVERSITY : MAHABUBNAGAR, TELANGANA STATE (TG)

(Accredited by NAAC 'B'Grade) Category Graded Autonomy by UGC

DEPARTMENT OF BUSINESS MANAGEMENT

UNIVERSITY P.G. COLLEGE

MASTER OF BUSINESS ADMINISTRATION (MBA)

SYLLABUS

III - SEMESTER

[Handwritten Signature]
(Dr. Kalpana Choudhary)

[Handwritten Signature]
K. Nagendra Reddy
(Dr. K. Nagendra Reddy)

[Handwritten Signature]
(Prof. S. Srinivas)

[Handwritten Signature]
(Prof. A. Jagan)

[Handwritten Signature]
(Prof. D. Suresh Kumar)
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MBA (Day) Course Structure and Syllabus as per AICTE guidelines with effect from 2024-25

MBA Year-II Semester-III

Course Code	Course Title	Nature	Credits	HPW (Th+P)	Max Marks (CCE+ESE)
MB301	Operations Management	Core	4	4Th	40+60
MB302	E- Global Business	Core	4	4Th	40+60
MB303	Total Quality Management	Core	4	4Th	40+60
	Finance				
MB304-F-I	Investment Analysis & Portfolio Management	Elective	4	4Th	40+60
MB304-F-II	Banking & Insurance	Elective	4	4Th	40+60
	Marketing				
MB304-M-I	Marketing Engineering	Elective	4	4Th	40+60
MB304-M-II	Advertisement and Retail Management	Elective	4	4Th	40+60
	Human Resources				
MB304-HR-I	Compensation Management	Elective	4	4Th	40+60
MB304-HR-II	Industrial Relations and Labour Laws	Elective	4	4Th	40+60
	Systems with Business Analytics				
MB304-S-I	Data Base Management	Elective	4	3Th + 1P	40+50+10P
MB304-S-II	Systems Business Analytics	Elective	4	4Th	40+60
MB 305	Case Study		2		50
MB 306	Research Design		1		25
MB 307	Progress Seminar		1		25
Semester Credits			24	20	600
Total Credits at the end of III Semester			76	100	1800

+ Add on Course.

$\frac{76}{77} + 1 = \frac{101}{101}$

(Dr. Kalyan Chakravarty)

K. Nagasudha
(Dr. K. Nagasudha)

(Prof. S. Smriti)

(Prof. Y. Jaggi)

(Prof. D. Sreerama)
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MASTER OF BUSINESS ADMINISTRATION
MBA Year-II Semester-IV

Course Code	Course Title	Nature	Credits	HPW (Th+P)	Max Marks (CCE+ESE)
MB401	Business Policy and Strategy	Core	4	4Th	40+60
MB402	Logistics and Supply Chain Management	Core	4	4Th	40+60
MB403	Business Intelligence	Core	4	3Th + 1P	40+50 +10P
MB404-F-III MB404-F-IV	Finance Financial Risk Management	Elective	4	4Th	40+60
	International Finance	Elective	4	4Th	40+60
MB404-M-III MB-404-M-IV	Marketing Buyer Behaviour	Elective	4	4Th	40+60
	Services and Digital Marketing	Elective	4	4 Th	40+60
MB404-IIR-III MB404-IIR-IV	Human Resources Leadership and Change Management	Elective	4	4 Th	40+60
	Performance Management	Elective	4	4 Th	40+60
MB404-S-III MB404-S-IV	Systems with Business Analytics Data Visualization	Elective	4	3 Th + 1 P	40+50+10P
	Data Mining for Business	Elective	4	4 Th	40 + 60
MB405	Dissertation		1		25
MB406	Final Presentation		2		50
MB407	Viva Voce during Final Presentation		1		25
Semester Credits <i>* Add on course</i>			24 +1	20	600
Total Credits at the end of IV Semester			<u>100</u>	120	2400

Total Credits at the end of IV Semester: 102 120
+1
120

(Dr. Kalya Chitraty)

K. Nagasudha
(Dr. K. Nagasudha)

S. Srinivas
(Prof. S. Srinivas)

Y. Jyoti
(Prof. Y. Jyoti)

(Prof. D. Sreeravulu)
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***Research Design and Progress Seminar should be evaluated for 25 marks each and then converted to Grade.**

Two Case Studies will be conducted both for Core and Elective. Presentations may be conducted in Teams. Evaluation must be done on the basis of participation, conceptual knowledge, team cohesiveness, analytical skills, discussion and presentation skills. **Each Case study should be evaluated for 25 Marks.**

- HPW – Hours Per Week
- CCE – Continuous Comprehensive Evaluation
- ESE – End Semester Exam
- Th- Theory
- Tu – Tutorial
- P - Practical



Konagadhalu



(Dr. K. Srinivasulu)

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SEMESTER-III
PAPER CODE – MB301
Course: OPERATIONS MANAGEMENT

Course Objectives:

1. To provide an extensive introduction to the field of operations management.
2. To explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to building of adequate knowledge regarding the basic manufacturing facilities
3. How service activities have attained significance and need managerial skills to address the problem and build competitive advantage for the firm. Further
4. To introduce various optimization techniques with managerial perspective.
5. To understand maintenance management operations

Course Outcomes:

1. Understanding of the evolution of operations management practices and world class manufacturing processes
2. Define the importance /Planning organizing and controlling aspects of operations management,
3. Enhances the understanding of product development and design process, to maintain the economies in maintenance engineering.
4. Ability to plan and control the production and operations, and overcome bottlenecks
5. Provides insight to Quality management tools and practices.

UNIT-I: Introduction to Production and Operations Management

Introduction, Objectives, Scope and Differences among Production and Operations Management. Historical evolution of Production and Operations Management. Characteristics of Modern Operation functions. Recent trends in Production and Operations Management. Operations Management interaction with other functional areas of management. *The transformation Process: Manufacturing, Service and Hybrid Agile Manufacturing.* PPC Introduction, Objectives, Basic types of Production Control.

UNIT-II: Operations Planning, Designing and Managing Operational systems

Capacity planning, Capacity Requirement, Resources aggregate planning, MPS, MRP-I, MRP-II, Economic Batch quantity, Lean operations, Line balancing, ERP. Introduction to product design, importance, objective, factors influencing, characteristics of good product design. Process design and selection, process planning, process strategy, product life cycle versus process life cycle. Work Study, Method Study, Time study, Motion Study and work measurement. Facility location, Facility layout, types of layouts.

UNIT-III: Stores Management

Job Sequencing, Johnson's Algorithm, n jobs two machines, n jobs three machines, n jobs m machines, (Problems) Scheduling. *Stores Management: Functions of stores and Materials control. Classification, codification, simplification and standardization of materials, Bin card, Double-Bin and stores Ledger.* Evolution of Computer Based Stores Management and emerging trends in stores management.

K. Nagarajulu
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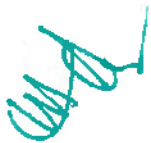
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UNIT-IV: Productivity, Quality, Maintenance and Inventory Management


Productivity, importance, measurement of productivity, tools to increase productivity, factors affecting industrial productivity. Statistical Quality Control (SQC), Control charts for variables and attributes (Problems). Break Down Maintenance, Preventive Maintenance, Replacement of machines, Replacement Models. *Inventory Management*: Role and Importance of inventory, Inventory planning and control, Inventory decisions - Economic Order Quantity (EOQ), Selective Inventory Control, Safety Stock and Reorder Level and Inventory models - Inventory analysis and control systems: ABC, (Problems) VED, FNSD analysis, Just In Time (JIT).

Suggested Books:

1. Nigel Slack, Stuart Chambers and Robert Johnston, "Operations management", Prentice Hall, Sixth edition
2. Panner Selvem, "Production and operations management", Prentice Hall of India
3. Upendra Kachru, "Operations management", Excel Publications.
4. Martin K. Starr, "Production & Operations management, Wiley India, New Delhi.
5. Buffa, S. Elwood and Sarin, K. Rakesh - Modern Production/Operations Management, John Wiley & Sons.
6. Chunnawals, "Production & operations management", Himalaya Publications.
7. Kanishka Bedi, "Production & operations management", Oxford University Press.
8. Adam EE & Ebert RJ, "Production and operations management", 6th ed., Prentice hall of India.
9. Chary, S.N. - Production & Operations management, New Delhi, Tata McGraw Hill
10. Manoj Kumar Sarkar - Production & Operations Management, Jaico Publisher.
11. P. Rama Murthy - Production and Operations Management, new age international.
12. Gaither N. and Frazier, G., Operations Management, ed. ix, Thomson.



K. Nagendra Babu



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SEMESTER-III
PAPER CODE: MB 302
Course: E-GLOBAL BUSINESS

Course Objectives:

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

Learning Outcomes:

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

Unit 1: Introduction to e-Global Business & E-Global Business Models

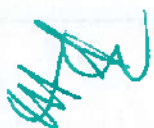
Introduction to e-commerce and its evolution, Globalization and the digital economy, Benefits and challenges of e-global business, Digital transformation and its impact on global business, Evolution of online marketplaces and their role in e-global business, Types of e-business models (B2C, B2B, C2C, etc.), E-marketplaces and online platforms.

Payment systems and security in e-global business, Peer-to-peer (P2P) sharing economy and its implications for e-global business, Omni channel retailing and the integration of online and offline channels, Crowd funding platforms and their role in supporting e-commerce ventures, Strategies for building and managing online communities to drive customer loyalty, Social commerce and social selling strategies.

Unit 2: Managing E-Global Business Operations

Supply chain management in a digital environment, Logistics and fulfilment in e-commerce, International trade and legal considerations, Cross-cultural management and customer service, Warehouse automation and robotics in e-commerce fulfilment, Reverse logistics and managing returns in e-global business,

Cloud computing and its role in supporting scalable and flexible e-commerce operations, Innovations in last-mile delivery and the future of e-commerce logistics, Legal considerations for cross-border e-commerce transactions and international expansion, Risk management in e-global business operations.



K. Nagarajulu
Member

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Unit 3: E-Global Business Strategies

Developing an e-global business strategy, E-marketing and online advertising, Data analytics and business intelligence, Social media and online reputation management, Personalization and customization strategies in e-commerce, User experience (UX) design and its role in enhancing online conversions.

Competitive analysis and benchmarking in the digital marketplace, Personalization through machine learning and recommendation systems, integration of e-commerce with social media platforms, Voice search optimization and its impact on e-commerce websites, Gamification strategies for enhancing customer engagement and retention, Chatbot implementation and customer support automation.

Unit 4: Emerging Trends in E-Global Business

Mobile commerce and the rise of m-commerce, Artificial intelligence and machine learning in e-commerce, Blockchain technology and its applications, Ethical and sustainability issues in e-global business, Voice commerce and the impact of smart speakers on e-commerce.

Augmented reality (AR) and virtual reality (VR) in enhancing online shopping experiences, Crypto currencies and their potential for transforming global payments, Environmental sustainability practices in e-global business, The rise of smart cities and their impact on e-global business,

Suggested Books:

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

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SEMESTER-III

PAPER CODE: MB 303

Course: TOTAL QUALITY MANAGEMENT

Course objective

1. Orienting the students towards the importance of quality as a management tool
2. Towards understanding the principles and practices of total quality management
3. Introducing the various tools and techniques used in the measurement of quality
4. Understanding the importance of six sigma as a quality tool and its implementation
5. Sensitizing the participants to the importance of quality in various sectors.

Course outcomes:

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

Unit-I: TQM- History and Evolution

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

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.

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Unit-IV: Six Sigma, its implementation and TQM in Various Sectors.

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.

Implementation of TQM in Manufacturing Sector- Automobile and Pharmaceuticals

TQM in Service Organization: Framework for improving service quality. 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 " Total Quality Management", 2018, Pearson Education
2. K. Shridhara Bhat "Total Quality Management" Himalaya Publishing House, 2010, First Edition.
3. D.R.Kiran, "Total Quality Management", Key Concepts and case studies, 2017, Elsevier, BS Publications
4. Poornima M. Charantimath, "Total Quality Management", 2022, Pearson Education (PMC)
5. Ramaswamy. S., "Total Quality Management", 2017, McGraw Hill Education.
6. "The Six Sigma Instructor Guide", Green belt Training made easy, 2008, 2nd Ed. Macmillan
7. R.P. Mohanty & R.R. Lakhe, "TQM in the Service Sector" Jaico Books. 2016.

K. Nagasudhakar

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SEMESTER-III

Paper Code-MB0304-F - I

Discipline Specific Elective

Course: INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Course Objectives:

1. To list the basic concepts of risk and return
2. To explain the concept of portfolio return and risk and portfolio theories
3. To understand the features and valuation of debt instruments
4. To state the features and valuation of Common stock
5. To describe portfolio evaluation methods

Course Outcomes:

1. Differentiate various avenues of investment on the basis of risk and return
2. Gain basic knowledge of analysing stocks
3. Make valuation of equity, debt and portfolio instruments
4. Demonstrate an understanding of mutual funds, their performance evaluation and regulation.
5. Evaluate portfolio management effectively

Unit-I: Introduction to Investment and Investment Analysis

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.

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

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

interest rates, risk structure of interest rates. Managing Bond Portfolio: Bond immunization, active and passive bond portfolio management strategies.



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Unit-III: Common Stocks-Analysis and Valuation

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

Capital asset pricing model (CAPM): Capital market theory: Introduction of risk-free asset, Capital Market Line, Separation theorem. 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- IV: Portfolio Theory and Portfolio Evaluation

Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of minimum risk portfolio, the single-index model.

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-SouthWestern. 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.

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SEMESTER-IV
PAPER CODE – MB304-F-II
Discipline Specific Elective

Course: BANKING AND INSURANCE

Course Objectives:

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

Course Outcomes:

After studying this course the student will be able to

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

Unit-I: Introduction to Banking

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

Unit-II: Regulation and Innovations in Banking System and Uses of Bank Funds

Regulation of Bank Capital: The need to regulate Bank Capital, Concept of Economic Model, Concept of Regulatory Capital, Basel Accords I, II and III; Banking innovations:- Core Banking Solution, Retail Banking-Products & Services - Nature, Scope, Future and Strategies, Plastic Money, National Electronic Funds Transfer, ATM, Mobile Banking, M- Wallets, Net Banking; Bancassurance; Payment & Settlement systems in Banks-Clearing and Gateways.

Features of Bank Credit, The credit process and management, Different types of loans and their features, Loan Pricing: The basic model, pricing of fixed & floating rate loans, cost- benefit loan pricing, Customer Profitability Analysis, NPAs:- concept of gross and net NPAs, causes, implications & recovery of NPAs. Priority sector lending.

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Unit-III: Introduction to Insurance

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

Unit-IV: Life Insurance and General Insurance

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

Suggested Books:

1. Introduction to Banking, Vijayaragavan Iyengar, Excel Books, 2009.
2. Banking and Insurance, O.P.Agarwal,Himalaya Publishing, 2010.
3. Bank Management & Financial Services, Peter.S.Rose & Sylvia. C. Hudgins, Tata McGraw Hill2010, 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 Edition 2003, 9th Edition.
7. Indian Insurance-A Profile,H. Narayanan,JaicoPublishingHouse,2008.
8. Risk Management&Insurance, S.Arunajatesan,T.R.Viswanathan,MacMillan2009.
9. Introduction to Risk Management& Insurance, Mark. S.Dorfman, Prentice-Hall of India Private Limited-2007, 8th Edition
10. Insurance-Principles and Practice,M.N.MishraandS.B.Mishra,S.Chand,16th Edition.

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SEMESTER-III
Paper Code – MB 304 – M – I
Discipline Specific Elective
Course: MARKETING ENGINEERING

Course objectives:

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

Course Outcomes:

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

Unit – I: Introduction to marketing engineering models

Introduction to Marketing Engineering (ME), model, tools and its Approach, Verbal Model, Box and Arrow Model, Mathematical Model, Trial / Repeat Model, Marketing Decision Environment, *Business Value of Marketing Engineering*: Customer Value, Value in Use Assessment, Economic Life Time Value, Approaches to Measure Customer Value.

Unit – II: Functions of marketing engineering

Segmentation, Targeting, Positioning (STP) : Traditional Segmentation, Targeting, positioning through Brand Linkages, Perceptual and Preference Maps and their limitations, *Forecasting Methods*: Judgmental Method, Market and Product Analysis Method, Time Series Methods, Causal Methods.

Unit – III: Overview of response models and pricing

New Product Forecasting Models – The Bass Model Bases Model, Selection of Forecasting Methods. Market Response Models: Concept of a Response Model, Response Models – Aggregate Response Model, Individual Response Models, Shared Expenditure Models, Qualitative Response Models. Geo-demographic analysis, Gravity Model, Pricing Models, Differential Pricing. Competitive Bidding Bases for Differential Pricing.



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Unit – IV: Advanced marketing engineering models and promotion models

Strategic Market Analysis, Strategic Marketing, Decision Making, Advertising Budget Model, Rao & Miller Model, Ad budget model, the Full Model, Advisor Model, Media Decisions, Steps in Ad design Adcad systems, Syntex Approach. Revenue Management Process, Promotional analysis. Promotional Effects, Promotional types and targets, Promotional Effects Model.

Suggested Readings:

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

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5. SEMESTER-III
Paper Code-MB304-M - I I
Discipline Specific Elective

Course: ADVERTISEMENT AND RETAIL MANAGEMENT

Course Objectives:

1. To sensitize students on various dimensions of the promotion mix
2. To help gain an understanding of the role of advertising in marketing
3. To explore the various elements relating to an effective advertising strategy
4. To introduce the concept of organized retailing
5. To help understand the various functions & roles of retailing in India
- 6.

Course Outcomes:

After reading this course you should be able to;

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

Unit-I: Introduction to Retail

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: Ad Media Selection

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, Measuring ad effectiveness, Copy testing.

Unit – III: Retail Management and Retail Trends

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

Retailing in rural India, Geographic spread of Indian retail sector, Organized & unorganized, Types of retail formats, Retailing in services sector, Recent trends in Retail.

K. Nagasudhakar
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Unit-IV: Retail Issues & Changes

CRM in retail, Retail pricing strategies – Key drivers, Merchandising management, Store management, visual merchandising

Logistics management. Developing retail CRM programmes, Legal & ethical concerns in organized retail

Suggested Readings:

1. Aaker, David A. Advertising Management 4th edition, PHI
2. Bajaj Tuli Srinivatsava , Retail Management, 3rd Edition, Oxford Publication
3. Belch, George B and Blech, Michael A, Advertising and promotion, Tata McGrawHill,
4. Ogilvy David. Ogilvy on Advertising , Longeman, London
5. Chunawalla. S.A., Advertising, Sales and Promotion Management HimalayaPublishing 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

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SEMESTER-III
Paper Code – MB 304 – HR – I
Discipline Specific Elective
Course: COMPENSATION MANAGEMENT

Course Objectives:

1. To demonstrate various perspectives of compensation management
2. To provide thorough knowledge of planning and administering compensation in different sectors.
3. To understand the nature of executive and international compensation
4. To list various fringe benefits and Voluntary Retirement Schemes
5. Determine the nature and management of Executive compensation

Course Outcomes:

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

UNIT I: Fundamentals of Compensation

Concept of Compensation; Compensable Factors; Wage Differentials and Types of Compensation – Base pay, Variable Pay, Benefits, Incentives;

Developing a total Compensation Strategy and Pay Roll Management System – Competitive Advantage – Compensation Structure - Wage and Salary surveys, the wage curve, Pay grades and Rate ranges, Preparing Salary matrix, Wage Theories.

UNIT II: Wage Administration

Wage Administration, Wage Policy and Wage Legislation in India - The Minimum Wages Act, 1948. The Payment of Wages Act, 1936. The Payment of Bonus Act, 1965. The Equal Remuneration Act, 1976. The Payment of Gratuity Act, 1972. The Employees' Provident Fund and Miscellaneous Provisions Act, 1952;

Wage Structure in different Sectors – in Central Government, in State Government, in PSEs and in Nationalised Banks; Wage Boards - structure, scope and functions – Pay Commissions – Compensation Committees; Compensating contingent employees.

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UNIT III: Employee Benefits and Services

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

UNIT IV: Executive and International Compensation

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

Suggested Readings:

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

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SEMESTER-III
Paper Code – MB 304 – HR – II
Discipline Specific Elective
Course: INDUSTRIAL RELATIONS AND LABOUR LAWS

Course Objectives:

1. Identify various actors as part of the industrial relations such as the state, ILO and trade unions
2. Understand industrial relation issues labour laws, and its implications.
3. Critically analyze reforms in labour legislation over labour codes.
4. Characterize labor legislation in India
5. Assess various labor legislation acts and laws

Course Outcomes:

1. Gain a comprehensive understanding of Industrial relations in the wake of economic reforms.
2. Analyze industrial disputes and make a framework for resolution of such disputes.
3. Understand the role of trade unions and generate alternate decision making.
4. Appreciate Labour laws related to labour welfare, social security and other protective laws towards women labour, migrant labour and contract labour
5. Appraise salient features of Welfare and security legislations for organized and unorganized workers in India

Unit – I: Industrial Relations

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

Unit – II: Industrial Disputes and Resolution

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

Konagudubelli

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MBA (Day) Course Structure and Syllabus as per AICTE guidelines with effect from 2024-25

Unit – III: Trade Unionism:

Historical & Legal Framework Trade Unionism - Objectives and Functions of Trade Unions; Trade Union Movement in India - History and growth of Trade Union in India – Trade Unions in Pre and Post – independence Period; Trade Unions Act, 1926; Challenges of Trade Unions in India, Changing industrial environment and Role Trade Unions in Globalized economy. MBA (Day) Course Structure and Syllabus as per AICTE guidelines with effect from 2024-25

Unit – IV: Labor Legislation In India

Labour Legislation - History and growth of labour legislation in India; International Labour Organization (ILO) – Activities of I.L.O, Impact of I.L.O. on Indian Labour standards; Labour Welfare and Social Security – Approaches to Labour Welfare, Indian Constitution & Labour Welfare and National Commission on Labour recommendations on Labour Welfare; Women and Labour law - The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, Supreme Court verdict in Vishaka Versus State of Rajasthan case; Protective Labour Legislation in India – Inter State Migrant Workmen (Regulation of Employment & conditions of Service) Act, 1979; Salient features of Occupational safety, Health and Working Conditions code, 2020; Contract Labour (Regulation & Abolition) Act. 1970;

Suggested Readings

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

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Paper Code-MB304-S - I Discipline
Specific Elective SYSTEMS
DATA BASE MANAGEMENT SYSTEMS

Course Objectives:

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

Course Outcomes:

1. Apply the basic concepts of Database Systems and Applications
2. Design a commercial relational database system (Oracle, MySQL) by writing SQL using the system.
3. Appraise Database design and to familiarize issues of concurrency control and transaction management in DBMS
4. Develop an understanding Database recovery Authentication, Authorization and access control.
5. Assess and appraise SQL concepts and its applications

Unit-1: Database System Architecture and Data Models

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

Unit-2: Relational Query Languages and Relational Database Design

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

Unit-3: Query Processing and Optimization and Storage Strategies

Evaluation of relational algebra expressions, Query equivalence, Join strategies, Query optimization algorithms, Indices, B-trees, hashing. Concurrency control, ACID property, Serializability of scheduling, Locking and timestamp based schedulers, Multi-version and optimistic Concurrency Control schemes, Database recovery Authentication. Authorization and access control. MBA (Day) Course Structure and Syllabus as per AICTE guidelines with effect from 2024-25

Unit-4: 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, Builtin functions - numeric, date, string functions, set operations, sub-queries, correlated subqueries, join, Exist, Any, All, view and its types., transaction control commands

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Suggested Books:

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



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PAPER CODE – MB 304 –S-I

Course: DATABASE MANAGEMENT SYSTEMS - Practical Syllabus

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Experiment 19: To understand use and working with joins.

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

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Paper Code—MB304—S - I I
Discipline Specific Elective
Course: BUSINESS
ANALYTICS

Course Objectives:

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

Course Outcomes:

1. Describe data as a tool for business analysis
2. Apply data visualization techniques for businesses
3. Evaluate Micro metrics to identify data gaps
4. Design business models that help in better decision making
5. Develop, manage and manipulate data Using R program

Unit – I: Introduction to Business Analytics Definition of Business Analytics, Categories of Business Analytical methods and models, Business Analytics in practice, Big Data - Overview of using Data, Types of Data- Business decision modeling.

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

Unit – III: Predictive Analytics Trend Lines, Regression Analysis – Linear & Multiple, Predictive modeling, forecasting Techniques, Data Mining - Definition, Approaches in Data Mining- Data Exploration & Reduction, Data mining and business intelligence, Data mining for business Classification, Association, Cause Effect Modeling. Overview of Linear Optimization, Non Linear Programming Integer Optimization, Cutting Plane algorithm and other methods, Decision Analysis – Risk and uncertainty methods - Text analytics Web analytics.

Unit – IV: 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.
5. Jank Wolfgang, "Business Analytics for Managers", Springer
6. Prema Alla, Introduction to Data Science Using R, BS Publications
7. Sharaff Aakanksha, Data Science and Its Applications, Taylor & Francis

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**Paper Code – MB 305
CASE STUDY**

A Case study is a detailed analysis of a person or group or a unit such as corporate division that stresses factors contributing to its success or failure. It is a rich method for investigating and researching a single case. The research questions that can be investigated by case studies include outcome questions, theory-building, pragmatic and experiential or narrative questions.

Faculty must choose Case Study for students. They must teach them the methodology of solving Case Study.

For evaluating a case presentation/ discussion, the following steps shall be followed:

1. The participants should ensure that they have enough detail to help present an overall assessment as well as a few strengths and weaknesses, with specific examples of each category.
2. The evaluator should observe the reaction to the opening question and check if the choice is a good one to set a base for further discussion.
3. Note down the participant responses as Initiator, Builder, Challenger and Summarizer, etc.
4. Examine the connection across transaction blocks and assess how the overall learning objective is being addressed.
5. Check if the closure is appropriately done and the participants have come up with a decision sheet and involvement sheet.
6. Comment on the students' preparation and level of engagement at different points in the discussion.
7. Scrutinize the presentation for an overall assessment on the areas to be appreciated, areas of concern, actionable recommendations.

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Paper Code MB 306
RESEARCH DESIGN

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

The Research Design Seminar will consist of

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

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**Paper Code MB 307
PROGRESS
SEMINAR**

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

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DEPARTMENT OF BUSINESS MANAGEMENT

UNIVERSITY P.G. COLLEGE

MASTER OF BUSINESS ADMINISTRATION (MBA)

SYLLABUS

IV-SEMESTER

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**SEMESTER-IV
PAPER CODE-MB 401**

Course: BUSINESS POLICY AND STRATEGY

Course Objectives:

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

Course Outcomes:

1. The students develop higher level skills in strategic business areas
2. The student outlook changes towards business environment
3. They are exposed to practical problems of strategy formulation
4. The students attain the knowledge about Industry and market
5. The students critically analyze the internal and external environment of business

Unit-I: Introduction to Strategic Management

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

Unit-II: Environmental Appraisal

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

Unit-III: Strategy Formulation

Business Strategies: Business Level Strategy, Growth Strategies, Offensive strategies, Defensive strategies, Generic Strategies, Industry Life Cycle Analysis, Emerging Industries, Maturing Industry, Fragmented Industry, Strategy for Leaders, Challengers, Followers and Niches.

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Unit-IV: Alternative Strategies Implementation and Control

Mergers & Acquisitions – Strategic Alliances – Outsourcing Strategies, Types of Outsourcing, Benefits, Growth and Drivers of Outsourcing, Matching Structure and Strategy with the use of 7s.

Strategy Implementation and Control: Social responsibilities of Business, Business Ethics, Corporate Governance, Mechanism for Strategy control and Evaluation, Types of Strategic Controls.

Suggested Books:

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

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**SEMESTER-IV
PAPER CODE-MB 402**

Course: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course objectives:

1. To understand the fundamental operations of logistics and supply chain management.
2. To apply the knowledge and principles of management of cross functional areas for effective Logistics and supply chain management.
3. Define the strategic issues and multi-level linkages in logistics management.
4. Explain the role and importance of transportation in logistics
5. Determine the warehouse and distribution center operations

Course Outcomes:

1. Demonstrate a holistic understanding of logistics and supply chain management and the role of Logistics management in SCM
2. Assess the basic drivers that lead to the performance of LSM in effective manner.
3. Evaluate the role of Information Technology and recent trends in making supply chains more efficient.
4. Tabulate the advantages and disadvantages of various modes of transportation
5. Design warehouse operations for a supply chain

Unit-I: Logistics Management Introduction

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

Unit-II: Importance of Logistics Management

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

Unit III: Supply Chain Management

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

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Unit-IV: Managing supply chains

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

Unit-V: Recent trends in SCM

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

Suggested Readings:

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

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SEMESTER-IV
PAPER CODE -MB 403

Course: BUSINESS INTELLIGENCE

Course Outcomes:

1. Describe the importance of BI as good decision support system in an organization
2. Relate the learner to get a holistic perspective of BI tools
3. Assess theoretical framework for the understanding of data warehousing and data mining
4. Demonstrate a complete understanding of BPM architecture
5. Design and implement critical success factors for business intelligence

Unit-I: Introduction to Business Intelligence (BI)

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

Unit-II: Data warehousing and Data mining

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

Data Mining: - Definition, Characteristics, Benefits, Data mining functions, Data mining applications, Data mining techniques and tools. Text mining, Web mining.

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Unit III: Business Performance Measurement & Business Analytics and Data Visualization

Definition, BPM v/s BI. Summary of BPM Process, Performance measurement, BPM methodologies, BPM architecture and applications, Performance dash boards.

Business Analytics-Definitions, Tools and techniques of BA, Advanced business analytics

Business Analytics and Web usage, Benefits and success factors of Business Analytics.

Data Visualization: Definition, New direction in Data Visualization, GIS, GIS v/s GPS

Unit-IV: Business Intelligence implementation and emerging trends

Implementing Business Intelligence-Implementation Factors, Critical success factors of Business implementation, Managerial issues related to BI implementation, Business Intelligence and integration -Types, Need, and Levels of Business Intelligence integration.

Emerging trends in Business Intelligence implementation, Social networks and Business Intelligence, Collaborative decision making, Reality mining.

Suggested Readings:

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

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SEMESTER-IV
PAPER CODE -MB 403
Business Intelligence Lab Syllabus

The business Intelligence lab will cover the following syllabus

- Introduction to Business Intelligence tools: Tableau and Power BI
- Creating interactive dashboards and reports
- Data storytelling and communicating insights effectively
- Developing a comprehensive BA solution for a real-world business problem

Suggested Readings:

1. Ramesh Sharda, Dursur Delen, " Business Intelligence and Analytics" Pearson Education
2. Prasad R.N., Seema Acharya, " Fundamentals of Business Analytics" Wiley
3. Albright, Winston, " Business Analytics – Data Analytics and Decision Making" Cengage Learning

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SEMESTER-IV
Discipline Specific Elective
PAPER CODE - MB 404-F-III
COURSE: FINANCIAL RISK MANAGEMENT

Course Objectives:

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

Course Outcomes:

1. Calculate and compute CaR and VaR values
2. Differentiate between forwards and futures
3. Demonstrate high level of understanding of valuation of swaps and hedging mechanism
4. Assess the intrinsic value of Options using BOPM and BSOPM
5. Evaluate various tools of 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. Asset-Liability Management (ALM)-Evolution & concept, RBI guidelines, Capital adequacy, Management of interest rate risk, Liquidity risk, Credit risk and exchange rate risk.



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Unit - III: Techniques and tools of Risk Management: Forward contracts and futures contracts

The concept of derivatives and types of derivatives.

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 and Options

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.

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.

Options: 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. The binominal option pricing model (BOPM): assumptions - single and two period models. The Black & Scholes option pricing model (BSOPM): assumptions and estimation of fair value of call and put option.

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Suggested Books:

1. Dun and Bradstreet, "Financial Risk Management", TMH, Delhi.
2. Paul Hopkins, Kogan Page, "Fundamentals of Risk Management", 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", Oxford University Press.
5. Jean-Philippe Bouchaud and Mark Potters, "Theory of Financial Risk and Derivative Pricing", Cambridge press
6. John C. Hull & Sankarshan Basu, "Options, Futures and Other Derivatives", Pearson Education

7. "Theory and Practice of Treasury and Risk Management in Banks", Indian Institute of Banking and Finance, Taxmann
8. Peter S. Rose & Sylvia C. Hudgins, "Bank Management & Financial Services", Tata McGraw-Hill
9. Rene. M. Stulz, "Risk Management & Derivatives", Thomson Southwestern. TMH.
10. Jayanth Rama Varma, "Derivatives and Risk Management",
11. Don M. Chance & Robert Brooks, "Derivatives and Risk Management Basics", Indian Edition, Cengage Learning
12. M. A. H. Dempster, "Risk Management: Value at Risk and Beyond", Cambridge press.
13. Prakash Yaragol " Financial Derivates- Text and Cases, Vikas Publishing House
14. Arora R. K, " Financial Risk Management" , Wiley

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SEMESTER-IV
Discipline Specific Elective
PAPER CODE: - MB404 – F-IV
Course: INTERNATIONAL FINANCE

Course Objectives:

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

Course Outcomes:

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

Unit-I: International Financial System

Evolution of international financial system –gold standard, Breton woods standard, floating exchange rate, EMS, currency board, sterilized and unsterilized intervention: international financial markets.

Global financial institutions: IMF, Bank for International settlements: International banking – Euro bank, types of banking offices, correspondent bank, representative office, foreign branch, subsidiary bank, offshore bank. International financial instruments- Euro CP, Eurobonds, Foreign bonds, global bonds, euro equity, ADR, GDRs.

Unit-II: Foreign Exchange Market, Exchange Rate Determination & Risk Management

Distinctive features, types and 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). Foreign Exchange Management Act, BoP, BoP trends in India, current account convertibility, capital account convertibility, Tarapore Committee Report.

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Theories of exchange rate behavior, 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. Risk management through hedging, Natural hedges, hedges with currency derivatives, Forward market hedging 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-IV: International Tax Environment

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

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Suggested Readings:

1. Eun C.S., Resnick B.G., "International Financial Management", Tata McGraw Hill Education Pvt. Ltd., Special Indian Edition,
2. Levi M., "International Finance", Routledge, Taylor & Francis Group
3. Shailaja G, "International Finance", Orient Blackswan
4. HendrikVandenBerg, "InternationalFinanceandOpenEconomyMacroEconomics"C ambridge
5. Sharan V., "International Financial Management", PHI,
6. Madura J., "International Financial Management", Cengage Learning.
7. Apte P.G., "International Finance", McGraw Hill
8. "Risk Management, Indian Institute of Banking & Finance, Macmillan.
9. Madhu Vij, "International Financial Management", Excel Books
10. Jain, Peyrard and Yadav "International Financial Management," Trinity Press.
11. Kevin. S., Fundamentals of International Financial Management, Second edition, PHI
12. Alan C. Shapiro, Peter Moles, "International Financial Management" Wiley

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SEMESTER-IV
Discipline Specific Elective
PAPER CODE - MB 404-M-III
Course: BUYER BEHAVIOUR

Course Objectives:

1. Understand the world of buyer behavior.
2. The discipline borrows from several social sciences including psychology, sociology, and anthropology to explain behavior in the marketplace.
3. Analyze the various perceptions, learning, memory, personality, and attitudes influence consumption behavior.
4. Identify various buyer behavior theories and concepts to marketing decisions.
5. Describe the role of culture and family groups in buyer behaviour

Course Outcomes:

1. Identify the major influences in buyer behavior
2. Develop an understanding between different consumer behavior influences and their relationships.
3. Design and evaluate the marketing strategies based on fundamentals of consumer buying behavior.
4. Demonstrate a comprehensive understanding of buyer behaviour process
5. Describe models of buyer behaviour

Unit - I: Understanding Buyer Behaviour

Introduction to buyer behaviour, Buyer behaviour research process, Concepts and theories of motivation. Motivation and buyer behavior, motives and motivation theories. Perception and Learning Theory: Introduction, meaning, nature, Importance and limitation of perception,

Unit - II: Components of Buyer Behavior and models

Theories of buyer behavior, its role in Learning principles and their marketing implications. Concepts of conditioning, important aspects of information processing theory, encoding and information retention, Retrieval of information

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

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Unit - III: Role of Culture and Buyer Decision Process

Impact of culture on buyer behaviour, Meaning of culture, Characteristics of culture, Functions of culture, Types of culture, Sub-culture and cross cultural marketing practices, Reference groups and family life cycle.

Consumer decision making: Information search, evaluation of alternatives. Steps between evaluation of alternatives and purchase decision, Post-purchase behaviour.

Unit - III: Role of Culture and Buyer Decision Process

Models of buyer behaviour : Modeling Behavior, Traditional models, Contemporary models, Generic models of buy behavior, Howard Sheth Model, Engel Blackwell model and Rao- Lilien model, consumerism

Suggested Readings:

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

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SEMESTER-IV
Discipline Specific Elective
PAPER CODE - MB 404-M-IV
Course: SERVICES AND DIGITAL MARKETING

Course Objectives:

1. To supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services on global markets
2. Identify the major elements needed to improve the marketing of services.
3. Develop an understanding of the roles of relationship marketing and customer service in adding value to the customer's perception of a service
4. Appraise the nature and development of a global marketing strategy.
5. Understand the various aspects of social media marketing

Course Outcomes:

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

Concepts, contribution and reasons for the growth of services sector, characteristics of services, Classification of services, Services marketing triangle, Internal marketing of services, External versus internal orientation of service strategy. Marketing demand and supply through capacity planning. Market segmentation, targeting and positioning in services.

Unit-II: Understanding customer expectations through market research and consumer behavior in services

Conducting marketing research to understand customer expectations, Search experience and Credence property, consumer expectation of services, two levels of expectations, Zone of tolerance, Factors influencing customer expectation of services, Customer perception of services- Factors that influence customer perception of services, Service encounters, Customer satisfaction, Strategies for influencing customer perception.

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Unit-III: Marketing mix in services marketing

Traditional mix: The Seven Ps, Product decision, Pricing strategies and tactics, Promotion of service and placing of distribution methods for services. Extended marketing mix, The service delivery process, Designing of the service, blue printing, Managing service role in service encounters, service failure, Service recovery, importance of service employee, Quality- productivity trade off. Physical evidence in services, Types and role of service space. Campaign tagging & Reporting, Email marketing, Introduction to audience reports, Traffic & content reports, Real-time data.

Unit-IV: Introduction to digital marketing

Digital marketing, Importance of digital marketing, Difference between traditional marketing and digital marketing, Trends and scenario of the industry. Search Engine Optimization (SEO), History & growth of SEO, Campaign creation, Google Adwords, Ad creation, Approvals & extensions, Site targeting, Keyword targeting, Demographic targeting/ bidding. Social media marketing & Social media, Blogging, Social networking, Video creation & Sharing, Use of different social media platforms, Content creation, Web analytics.

Suggested Readings:

1. Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit, "Services Marketing - Integrating Customer Focus Across the Firm", Tata McGraw Hill Publishing Co.
2. Vasanti Venugopal and Raghu "Services Marketing", Himalaya Publishing House.
3. Douglas Hoffman, John E.G. Bateson, "Services Marketing: Concepts, Strategies and Cases", Cengage Publications- 5th Edition
4. Sucharith Debnath, Dr. Indrajit Sinha "Services Marketing, Nitya Publication.
5. Wirtz Jochen, Lovelock Christopher "Services Marketing: People Technology, Strategy Pearson, 8th edition.
6. Ian Dodson, "The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns" Wiley, 1st edition, 2016

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SEMESTER-IV
Discipline Specific Elective
PAPER CODE - MB 404-HR-III
Course: LEADERSHIP AND CHANGE MANAGEMENT

Course Objectives:

1. To have conceptual foundation to read change in organizations
2. To understand how culture differences impact leadership and change processes
3. To understand methods for monitoring the progress of change initiatives
4. To assess models of change management
5. To identify concepts of initiating change management

Course Outcomes:

1. Describe knowledge and understanding of different leadership styles and models.
2. Familiarize with the drivers, methods and model of change.
3. Develop cultural competence in the context of Global organizations and diverse teams
4. Categorize the culture of change in organizational climate
5. Evaluate models of change management in organizations and their impact

Unit - I: Introduction to leadership & Development programs and models

Personality types and leadership, International Framework for analyzing leadership, Five factor model of personality, Leadership perspectives on cultural values, Responsibility and organizational performance, Current issues contemporary Leadership styles.

Situational and integrative approaches to leadership, Causal and normative models - Leader-member exchange theory, LPC model-VIM of self-leadership perspectives on change.

Unit - II: Strategic change process

Hopson's change curve, Virginia Satir change model, Noer's redundancy intervention model- change path diagnostics, Reactive and proactive change Path-Nabisco's Renewal Path, Diagnostic models for organizational change, Methods for dealing with resistance to change, Enablers and barriers to change, Model of cognitive, Effective and behavioral responses to change, Five stages of planned change.



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Unit - III: Initiating change

Weinberg's change process, triggers, drivers and tracers of change - Leavitt model- change mapping, change spectrum, Gestalt change cycle - Tropics Test, Behavioral, cognitive, psycho - dynamic and humanistic approaches to change, Bechar's change formula - Buchanon and McCalman's model of perpetual transit in management - Types of individual, group and organizational change, Organizational change matrix.

Unit - IV: Methods and models for change management

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

Suggested Readings:

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

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SEMESTER-IV
Discipline Specific Elective
PAPER CODE - MB 404-HR-IV
Course: PERFORMANCE MANAGEMENT

Course Objectives:

1. Understanding of various approaches to measure performance and facilitate studying different methods of performance appraisal.
2. Provide knowledge of the processes performance bench - marking and framework of competencies
3. Understanding of various performance metrics and models.
4. Identify areas of performance benchmarking
5. Evaluate performance metrics and performance models

Course Outcomes:

1. Identify and develop Competent Executives
2. Transform Performance Appraisals and Performance Management
3. Enumerate and build pivotal performance metrics
4. Establish leading Human Capital
5. Predict performance metrics and models

Unit - I: Introduction Performance appraisal

Definition, concerns and scope of PM. Performance appraisals, cycle of PM. Performance planning and Role clarity. KPAS- Performance targets, The impact of HRM practices on performance. 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 - II: 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.



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MBA (Day) Course Structure and Syllabus as per AICTE guidelines with effect from 2024-25

Unit - III: 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 - IV: Performance metrics and models

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

Suggested Readings:

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



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SEMESTER-IV
Discipline Specific Elective
PAPER CODE - MB 404-S-III
Course: DATA VISUALIZATION

Course Objectives:

1. To enable students to understand the concepts related to data visualization.
2. To understand the tools and techniques of Data Visualization, dashboards.
3. To enable a practical understanding of Visualization with Power BI.
4. Understand the concepts of dashboards in data visualization
5. Summarize the aspects of Microsoft power BI

Course Outcomes:

1. Assess the importance of Data -Visualization for Decision- making.
2. Identify practical experience of Data Visualization on Microsoft Power BI.
3. Analyze the tools and techniques of data visualization
4. Design data visualization dashboards
5. Formulate methods to organize and monitor data visualization dashboards

Unit - I: Introduction to Data Visualization tools and techniques

Definition and why we visualize data, How we visualize data, A brief history of Data Visualization, Types of data - categorical, ordinal and quantitative data. Visual analytics concepts.

Data Visualization tools , Multidimensional Data Visualization tools, Column and Bar graphs, Charts, Line graphs. Scatter plots, Pie graph, Hierarchical and Landscape Data Visualization tools, Maps, Tree graph.

Unit - II: Data Visualization -Dashboard Basics

Definition- Performance of dashboard, Types of dashboards- Operational, Tactical and Strategic. Dashboard design, Business activity monitoring through Dashboards, Common pitfalls of dashboard design. Organizing data for dashboards



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Unit - III: Introduction to Power BI

Power BI, Concepts-Parts of Power BI Desktop , Major Building Blocks of Power BI, Data Sets, Shared data sets, Reports, Dashboards - Types of Visualizations, Area charts, Bar and Column charts, Donut charts, Gauge charts, KPI's, Line charts, Maps, Matrix, Q&A Visual, Tree maps, Waterfall charts.

Unit - IV: Microsoft Power BI and Other features

Getting Data Source-Excel as a source, SQL as source, Web as a source, Creating and interacting with Dashboards, Sharing dashboards -Power Query editor for querying data and Report server for reports.

Suggested Readings:

1. Dick Kusleika "Data Visualization with Excel dashboards and reports", 2021, Wiley.
2. Ramesh Sharada, Dursun Delen, Efraim Turban, "Business Intelligence", A managerial perspective on analytics Pearson.
3. Stephanie P.H, "Effective Data Visualization: Right chart for sight data" Evergreen 2019.
4. Tom Soukup, Ian Davidson, "Visual Data Mining -Techniques and tools for Data Visualization and Mining", Wiley Publishing.
5. Wayne W Eckerson, "Performance Dashboards-Measuring, monitoring and managing your business" Wiley & Sons, Inc.
6. Mitchell Pearson, Manuel Quintana, "Microsoft Power BI quick start guide: Packt Publishing, 2018.
7. Alberto Ferrari, Marco Russo, "Introducing Microsoft Power BI- Microsoft Press, 2016, Microsoft Corporation.

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Semester-IV
PAPERCODE-404-S-III
Course: Data Visualization
Practical Syllabus

Getting Started with Power BI – Understanding the parts of Desktop Power BI.

Getting access to Data Sources from Power BI.

Exploring Data sets.

Creating simple visualizations-Creating Map Visualizations, Using Combination Charts,

Using Table, Modify Colors in Charts, Adding Shapes, Images and Text box.

Creation, Sharing of Dashboards

Creation, Styling and Sharing of Reports

Using Excel Data (integrating excel data with Power BI)

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SEMESTER-IV
Discipline Specific Elective
PAPER CODE - MB 404-S-IV
Course: DATA MINING FOR BUSINESS

Course Objectives:

1. To familiarize students with concepts related to data mining.
2. To understand the various tasks in data mining
3. To give a holistic application of data mining
4. Describe clustering of data mining
5. Explain web mining techniques

Course Outcomes:

1. Assess the role of data mining in business and decision-making process.
2. Analyze practical overview of data mining
3. Design and formulate latest concepts in data mining
4. Compose prediction analysis techniques
5. Sketch various web mining techniques

Unit - I: Introduction to data mining & Data pre-processing

Definition- Data mining and knowledge discovery- Motivating challenges in data mining -Origins of data mining - Data mining tasks.

Data summarization- Data cleaning- Data integration and transformation- Data reduction- Data discretization and concept hierarchy generation- Feature extraction-feature transformation.

Unit - II: 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-based classification, Prediction - Linear regression.

Clustering: Basic issues in clustering, partitioning methods clustering analysis software.

K. Nagarajulu
M. Jini

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Unit - III: 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 - IV: 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 sector

Suggested Readings:

1. Introduction To Data Mining - Pang-Ning Tan, Michael Pang, Vipin Kumar - Education -2018.
2. Data Mining Concepts and Techniques- J. Han, M. Kamber- Morgan Kaufmann.
3. Introduction to Data Mining- Chaitanya P. Agrawal, Meena Agrawal. Pearson
4. Data Mining: Concepts, Models, Methods and Algorithms- M. Kantardzic- John Wiley & Sons Inc.
5. Data Mining: Introductory and Advanced Topics - M. Dunham- Pearson Education.
6. Data mining Techniques and application – An introduction, Hongbo Du, Cengage Learning
7. Data Mining: Techniques And Trends, N. P. Gopalan, B. Sivaselvan , Prentice-Hall of India Pvt.Ltd
8. Khushboo Saxena, Sandeep Saxena, Akash Saxena, "Data Mining and Warehousing ", BPB Publications
9. G. K. Gupta "Introduction To Data Mining With Case Studies", PHI Learning
10. Jain Pei, Jiawei Han, Micheline Kamber. "Data Mining: Concepts and Techniques" Elsevier Science



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Semester-IV
PAPER CODE - MB 405
DISSERTATION

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

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

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Semester-IV

PAPER CODE - MB 406

FINAL PRESENTATION

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

K. Nagendra Reddy

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Semester-IV

PAPER CODE- MB 407

VIVA VOCE DURING FINAL PRESENTATION

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

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MBA (Day) Course Structure and Syllabus as per AICTE guidelines with effect from 2024-25

Code No:.....

Faculty of Management
MBA I/II/III/IV - Semester (CBCS) Examination2024
Subject :
Paper: I/II/III/IV

Time : 3 hrs

Max. Marks : 60 Marks

I. Section – A (Short Answer Type)

(4X3 M = 12 Marks)

Note: Answer the any four (4) following questions not exceeding 20 lines each

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

II. Section – B (Essay Answer Type)

(4X12 M = 48 Marks)

Note: Answer the following questions in not exceeding 4 pages each

7. (a).....

Or

(b).....

8. (a).....

Or

(b).....

9. (a).....

Or

(b).....

10. (a).....

Or

(b).....

K. Nagarajudhakar

Member

Member

Chairman

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Course Name	Subject Name	Qpaper Code	Name of the Examiners (Qpaper)	Mobile No.	Name of the Institution
MBA	MBA	7071/R	Mr. Javed Mohd Khan	9502196946	Palamuru University
MBA	MBA	7071/BL	Dr. S. N. Arjun Kumar	9849445877	Palamuru University
MBA	MBA	7072/BL	Dr. M. Arundhati Reddy	8328057597	Palamuru University
MBA	MBA	7072/BL	Dr. S. N. Arjun Kumar	9849445877	Palamuru University
MBA	MBA	7073/BL	Mr. Javed Mohd Khan	9502196946	Palamuru University
MBA	MBA	7073/BL	Dr. S. N. Arjun Kumar	9849445877	Palamuru University
MBA	MBA	7075/BL	Mr. Javed Mohd Khan	9502196946	Palamuru University
MBA	MBA	7075/BL	Dr. S. N. Arjun Kumar	9849445877	Palamuru University
MBA	MBA	7074/BL	K. Nagaradha	8096161816	Palamuru University
MBA	MBA	7074/BL	Dr. M. Arundhati Reddy	8328057597	Palamuru University
MBA	MBA	7076/BL	Mr. Javed Mohd Khan	9502196946	Palamuru University
MBA	MBA	7076/BL	Dr. M. Arundhati Reddy	8328057597	Palamuru University
MBA	MBA	7077/BL	K. Nagaradha	8096161816	Palamuru University
MBA	MBA	7077/BL	Dr. M. Arundhati Reddy	8328057597	Palamuru University
MBA	MBA	7079/BL	Dr. M. Arundhati Reddy	8328057597	Palamuru University
MBA	MBA	7079/BL	Mr. Javed Mohd Khan	9502196946	Palamuru University
MBA	MBA	7029/R	Dr. S. N. Arjun Kumar	9849445877	Palamuru University
MBA	MBA	7029/R	Mr. Javed Mohd Khan	9502196946	Palamuru University
MBA	MBA	7030/R	Dr. M. Arundhati Reddy	8328057597	Palamuru University

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Sl. No.	Course Name	Subject Name	Sl. No.	Name of the Examiner (s)	Mobile No.	Name of the Institution
MBA	MBA	MBA LEGAL MANAGEMENT	70110R	Dr. P. Bharath Kumar	9985488514	CUPOC, VKD
MBA	MBA	STRATEGIC MANAGEMENT	70110R	Dr. G. Thirupathi	9949539609	RDVRSIT, ABYS
MBA	MBA	BUSINESS INTELLIGENCE	70120R	Dr. P. Bharath Kumar	9985488514	CUPOC, VKD
MBA	MBA	SUPPLY CHAIN MANAGEMENT	70130R	Dr. P. Bharath Kumar	9985488514	CUPOC, VKD
MBA	MBA	CONSUMER BEHAVIOUR	70150R	Dr. P. Yadaiah	9493428424	CSI, Institute of PG Studies, Gunderbath
MBA	MBA	INVESTMENT MANAGEMENT	70140R	Dr. G. Thirupathi	9949539609	RDVRSIT, ABYS
MBA	MBA	INVESTMENT MANAGEMENT	70140R	Dr. C. Lalitha	9849870286	RAMNATH GULJARJAL REDRA COLLEGE
MBA	MBA	PERFORMANCE MANAGEMENT	70150R	Dr. P. Bharath Kumar	9985488514	CUPOC, VKD
MBA	MBA	BANKING & INSURANCE	70170R	Dr. G. Thirupathi	9949539609	RDVRSIT, ABYS
MBA	MBA	TALENT & KNOWLEDGE MANAGEMENT	70180R	Dr. P. Bharath Kumar	9985488514	CUPOC, VKD
MBA	MBA	TALENT & KNOWLEDGE MANAGEMENT	70180R	Dr. C. Lalitha	9849870286	RAMNATH GULJARJAL REDRA COLLEGE
MBA	MBA	BUSINESS POLICY & STRATEGY	70200R	Dr. G. Thirupathi	9949539609	RDVRSIT, ABYS
MBA	MBA	BUSINESS INTELLIGENCE	70300R	Dr. P. Yadaiah	9493428424	CSI, Institute of PG Studies, Gunderbath
MBA	MBA	SUPPLY CHAIN MANAGEMENT	70110R	Dr. P. Bharath Kumar	9985488514	CUPOC, VKD
MBA	MBA	FINANCIAL RISK MANAGEMENT	70320R	Dr. G. Thirupathi	9949539609	RDVRSIT, ABYS
MBA	MBA	FINANCIAL RISK MANAGEMENT	70320R	Dr. C. Lalitha	9849870286	RAMNATH GULJARJAL REDRA COLLEGE
MBA	MBA	BANKING AND INSURANCE	9051R	Dr. G. Thirupathi	9949539609	RDVRSIT, ABYS
MBA	MBA	LEADERSHIP AND CHANGE MANAGEMENT	70360R	Dr. P. Bharath Kumar	9985488514	CUPOC, VKD
MBA	MBA	PERFORMANCE MANAGEMENT	70370R	Dr. P. Bharath Kumar	9985488514	CUPOC, VKD

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MBA	STRATEGIC MANAGEMENT	7071/01	Dr. G. Thirupathi	9949539609	RSVRIET, ARDS
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MBA	SUPPLY CHAIN MANAGEMENT	7073/01	Dr. P. Bharath Kumar	9985488514	CUPOG, VED
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MBA	INVESTMENT MANAGEMENT	7074/01	Dr. G. Thirupathi	9949539609	RSVRIET, ARDS
MBA	INVESTMENT MANAGEMENT	7074/01	Dr. C. Lalitha	9849870286	RAMNATH GULJARI AL AZHAR COLLEGE
MBA	PERFORMANCE MANAGEMENT	7076/01	Dr. P. Bharath Kumar	9985488514	CUPOG, VED
MBA	BANKING & INSURANCE	7077/01	Dr. G. Thirupathi	9949539609	RSVRIET, ARDS
MBA	TALENT & KNOWLEDGE MANAGEMENT	7078/01	Dr. P. Bharath Kumar	9985488514	CUPOG, VED
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MBA	BUSINESS INTELLIGENCE	7030/01	Dr. P. Yadavak	9492428424	CSE, Institute of PG Studies, Mahabubnagar
MBA	SUPPLY CHAIN MANAGEMENT	7031/01	Dr. P. Bharath Kumar	9985488514	CUPOG, VED
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MBA	FINANCIAL RISK MANAGEMENT	7032/01	Dr. C. Lalitha	9849870286	RAMNATH GULJARI AL AZHAR COLLEGE
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MBA	PERFORMANCE MANAGEMENT	7037/01	Dr. P. Bharath Kumar	9985488514	CUPOG, VED

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