

# MASTER OF BUSINESS ADMINISTRATION

## MBA Year-II Semester-IV

Course Code	Course Title	Nature	Credits	HPW (Th+Tu+P)	Max Marks (CIE+SEE)
MB401	Business Process Reengineering	Core	4	4Th + 1 Tu	30+70
MB402	Logistics and Supply Chain Management	Core	4	4Th + 1 Tu	30+70
MB403	Business Intelligence	Core	4	3Th + 2P	30+50+20P*
MB404-F-III MB404-F-IV	<b><u>Finance</u></b> Banking and Insurance International Finance	Elective Elective	5 5	4Th + 1 Tu 4Th + 1 Tu	30+70 30+70
MB404-M-III MB-404-M-IV	<b><u>Marketing</u></b> Buyer Behaviour Services and Digital Marketing	Elective Elective	5 5	4Th + 1 Tu 4Th + 1 Tu	30+70 30+70
MB404-HR-III MB404-HR-IV	<b><u>Human Resources</u></b> Leadership and Change Management Performance Management	Elective Elective	5 5	4Th + 1 Tu 4Th + 1 Tu	30+70 30+70
MB404-E-III MB404-E-IV	<b><u>Entrepreneurship</u></b> Technology for Entrepreneurs Social Entrepreneurship	Elective Elective	5 5	4Th + 1 Tu 4Th + 1 Tu	30+70 30+70
MB404-S-III MB404-S-IV	<b><u>Systems with Business Analytics</u></b> Data Visualization Data Mining for Business	Elective Elective	5 5	3Th + 2 P 4Th + 1 Tu	30+50+20P* 30+70
MB405	Dissertation		1		25
MB406	Final Presentation		2		50
MB407	Viva Voce during Final Presentation		1		25
<b>Semester Credits</b>			<b>26</b>		<b>600</b>
<b>Total Credits at the end of IV Semester</b>			<b>102</b>		<b>2400</b>

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

**Th- Theory**  
**Tu – Tutorial**  
**P – Practical**

  
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**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-IV PAPER CODE-MB 401**  
**Course: BUSINESS PROCESS REENGINEERING**

**Course Objectives:**

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

**Course Outcomes:**

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

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

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

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

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


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

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

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

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

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

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

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

### **Suggested Readings:**

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

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS  
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. Understand the strategic issues and multi-level linkages in logistics management.

**Course Outcomes:**

After reading this course one should be able to

1. Gain a holistic understanding of logistics and supply chain management and the role of Logistics management in SCM
2. Understand the basic drivers that lead to the performance of LSM in effective manner.
3. Gain an insight into the role of Information Technology and recent trends in making supply chains more efficient.

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

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

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


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

**Unit III: Supply Chain Management**

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

**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

  
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## **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, 1<sup>st</sup> Ed Jaico,
5. Chandrasekaran. N, "Supply Chain Management process, system and practice", 2010, Oxford, 1st Ed.
6. Altekhar, 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 Li, "Supply Chain Management: Concepts, Techniques and Practices", 2009, 1<sup>st</sup> Ed Cambridge.
10. Kachru Upendra, "Exploring the Supply Chain Theory and Practice", 2009, Excel books.

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS  
SEMESTER-IV PAPER CODE -MB 403**

**Course: BUSINESS INTELLIGENCE**

**Course Objectives:**

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

**Course Outcomes:**

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

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

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

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

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

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

**Unit III: Business Performance Measurement (BPM)**

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

**Unit-IV: Business Analytics and Data Visualization**

Business Analytics-Definitions, Tools and techniques of BA, Advanced business analytics Business Analytics and Web usage, Benefits and success factors of Business Analytics.

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

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

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

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

#### **Suggested Readings:**

1. Business Intelligence-A Managerial Approach, Turban, Sharada, Delen, King-Pearson -Second Edition-2014.
2. 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, 1<sup>st</sup> Edition, PHI
5. Ramesh Sharda, Turban E, Business Intelligence and analytics, 10<sup>th</sup> Edition, Pearson Books
6. Bernard Marr, “Data strategy” Kogan Page publishing
7. Anoop V K Kumar, “Business Intelligence demystified” 1st edition 2022, BPB publications
8. Jarke M, Fundamentals of Data Warehousing, 2<sup>nd</sup> edition Springer India publication
9. Paulraj Ponniah, Data warehousing fundamentals for IT professionals, 2<sup>nd</sup> edition , John Wiley books
10. Lather A S, Anil K Saini “Business Intelligence and data warehousing” 2018, Narosa publication


## **MASTER OF BUSINESS ADMINISTRATION (MBA) SEMESTER-IV 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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**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS  
SEMESTER-IV PAPER CODE – MB404-F-III**

**Discipline Specific Elective  
Course: BANKING AND INSURANCE**

**Course Objectives:**

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

**Course Outcomes:**

After studying this course the student will be able to

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

**Unit-I: Introduction to Banking:**


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

**Unit-II: Uses of Bank Funds:**

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

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

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

  
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**Unit-IV: Introduction to Insurance:**

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

**Unit-V: Life Insurance and General Insurance:**

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

**Suggested Books:**

1. Introduction to Banking, Vijayaragavan Iyengar, Excel Books, 2009.
2. Banking and Insurance, O.P.Agarwal,Himalaya Publishing, 2010.
3. Bank Management & Financial Services, Peter.S.Rose & Sylvia. C. Hudgins, Tata McGraw Hill 2010, 7<sup>th</sup> Edition.
4. Bank Financial Management, IIBF, Macmillan 2010.
5. Management of Banking & Financial Services, Padmalatha Suresh & Justin Paul, Pearson, 2<sup>nd</sup> Edition.
6. Fundamentals of Risk & Insurance, Emmett J. Vaughan & Therese M. Vaughan, Wiley, India Edition 2003, 9th Edition.
7. Indian Insurance-A Profile,H. Narayanan,JaicoPublishingHouse,2008.
8. Risk Management&Insurance,S.Arunajatesan,T.R.Viswanathan,MacMillan2009.
9. Introduction to Risk Management& Insurance, Mark. S.Dorfman, Prentice-Hall of India Private Limited-2007, 8th Edition
10. Insurance-Principles and Practice,M.N.MishraandS.B.Mishra,S.Chand,16<sup>h</sup>Edition.

# MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

## SEMESTER-IV- Discipline Specific Elective

PAPER CODE: - MB404 –F-III

Course: INTERNATIONAL FINANCE

### Course Objectives:

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

### Course Outcomes:

After studying this course, the student will be able to

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


### Unit-I: International Financial System

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

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

### Unit-II: Foreign exchange market

Distinctive features and types, Major participants, Participants in foreign exchange market, structure of foreign exchange market in India, Exchange rate mechanism-quotes in spot market and forward market, Triangular arbitrage: nominal effective exchange rate (NEER), Real effective exchange rate (REER), currency derivatives-forwards, Futures, forward rate agreement, options, swaps. Foreign Exchange Management Act, BoP, BoP trends in India, current account convertibility, capital account convertibility, Tarapore Committee Report.

  
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### **Unit-III: Exchange Rate Determination & Risk Management**

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-currency risk, Transaction exposure, Translation exposure, economic exposure and assessment, interest rate risk, Country risk assessment, political risk. Financial risk, Risk management through hedging, Natural hedges, hedges with currency derivatives, Forward market hedging options, Market hedge, Money market hedge, Hedging exposure through swaps, other financial and non-financial methods of hedging.

### **Unit-IV: Multinational Corporate decisions in global markets**

Nature of International finance functions and the scope of International financial management, TFM and domestic FM, Foreign investment decision, Foreign direct investment(FDI) motives, FDI theories, Theory of comparative advantage, OLI paradigm of FDI in India, Modes of foreign investment, Evaluation of overseas investment proposal using NPV and APV, International cash management, Multinational capital structure decision, Cost of capital, International portfolio diversification rationale, barriers, home country bias

### **Unit-V: International tax environment**

Types of taxation, Income tax, withholding tax, value added tax, Tobin tax, tax environment- worldwide approach, territorial approach, Foreign tax credits, tax havens, Organization structure for reducing tax liabilities- Branch and subsidiary income, Payments to and from foreign affiliates, Controlled foreign corporation, netting, offshore financial centers, 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

### **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. Hendrik VandenBerg, "International Finance and Open Economy Macroeconomics" Cambridge
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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**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-IV - Discipline Specific Elective**  
**PAPER CODE - MB 404-M-III**  
**Course: BUYER BEHAVIOUR**

**Course Objectives:**

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

**Course Outcomes:**

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

**Unit - I: Understanding Buyer Behaviour**


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

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

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

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

Impact of culture on buyer behaviour, Social and cultural settings, Meaning of culture, Characteristics of culture, Functions of culture, Types of culture, Sub-culture and cross cultural marketing practices, Reference groups and family life cycle, Advantages and disadvantage of reference groups, Types of reference groups. Role of family life cycle in buyer behavior

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

Consumer decision making and buyer attitude: Information search, evaluation of alternatives. Steps between evaluation of alternatives and purchase decision, Post-purchase behaviour, Attitude and consumer behaviour, Meaning of attitude, nature and characteristics of attitude, Types of attitude, Learning of attitude, Sources of influence on attitude formation

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

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

#### **Suggested Readings:**

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

## MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

### SEMESTER-IV - Discipline Specific Elective

#### PAPER CODE - MB 404-M-IV

#### Course: SERVICES AND DIGITAL MARKETING

#### Course Objectives:

1. The main objective of this course is to supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services on global 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.

#### Course Outcomes:


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

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

Concepts, contribution and reasons for the growth of services sector, difference in goods and services in marketing, 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

**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.

**Unit - V: Social media marketing:**

Social media marketing & Social media, Blogging, Social networking, Video creation & Sharing, Use of different social media platforms, Content creation, Web analytics.

Campaign tagging & Reporting, Email marketing, Introduction to audience reports, Traffic & content reports, Real-time data.

**Suggested Readings:**

1. Valarie A. Zeithaml, Mary Jo Bitner, Dwanye 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- 5<sup>th</sup> 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



# MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

## 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

#### Course Outcomes:

1. Gain 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

#### Unit - I: Introduction to leadership:

Traits, Styles, Skills, Behaviors, Vision, Inspiration and momentum of leadership- International Framework for analyzing leadership, Personality types and leadership, Five factor model of personality, Leadership perspectives on cultural values, Responsibility and organizational performance, Current issues contemporary Leadership styles.

**Unit - II: Leadership development programs and models:** Characteristics, Types and evaluation of leadership development, Efforts-trait, Behavior, Power influence, Situational and integrative approaches to leadership, Causal and normative models - Leader-member exchange theory, LPC model-VIM of self- leadership perspectives on change, Contingency, Resource dependence, Population ecology and institutional.

#### Unit - III: Strategic change process:

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

#### Unit - IV: Initiating change:

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

  
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**Unit - V: Methods and models for change management:**

Warfield 6-3-5 method Rosemary Stewart's model - Tony Buzan's mind maps - Edward de Bono's six thinking hats - Johari window - Nadler and Tushman's congruence model - Scenario analysis - power - interest matrix - 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 Grieses, "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

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-IV - Discipline Specific Elective**  
**PAPER CODE - MB 404-HR-IV**  
**Course: PERFORMANCE MANAGEMENT**

**Course Objectives:**

1. The main objective of the course is to offer an understanding of various approaches to measure performance and facilitate studying different methods of performance appraisal.
2. The course also provides knowledge of the processes performance benchmarking and framework of competencies
3. The course gives understanding of various performance metrics and models.

**Course Outcomes:**

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

**Unit - I: Introduction:**


Definition, concerns and scope of PM. Performance appraisals, Determinants of job performance. Mapping, process, sequence and cycle of PM. Performance planning and Role clarity. KPAS- Performance targets, Trait, Behavior and results approaches to measuring performance. The impact of HRM practices on performance.

**Unit - II: Performance appraisal:**

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

**Unit - III: Performance benchmarking:**

Human information processing and performance loop, performance shaping factors-Yerkes-Dodson's Law, Corporate performance management, EFQM excellence model, Diagnostic and process benchmarking, PM Audit, PM pathway analysis. The impact of Performance management on line managers and employees.

  
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**Unit - IV: Competency mapping and pay plans:**

Competency mapping-Mercer's human capital wheel, Human asset worth estimator and accession rate, CIPD human capital framework, Performance, competence and contribution related pay models. Cafeteria benefits plan, call back pay. The McBer generic managerial competency model- Competency causal flow model, Competency gap, Competency Assessment-Balanced score card framework.

**Unit - V: Performance metrics and models:**

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

**Suggested Readings:**

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

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS  
SEMESTER-IV - Discipline Specific Elective  
PAPER CODE - MB 404-E-III**

**Course: TECHNOLOGY FOR ENTREPRENEURS**

**Course objectives:**

1. This course explores the intersection of technology and entrepreneurship
2. It focuses on how technology both drives and enables entrepreneurial ventures.
3. Students will learn about key technologies that have revolutionized various industries
4. They will learn about the essential technological skills required for successful entrepreneurship.

**Course outcomes:**

1. Understand the role of technology in shaping entrepreneurial opportunities.
2. Identify and evaluate emerging technologies with the potential for entrepreneurship
3. Develop the necessary technological skills to create and manage entrepreneurial Startups.
4. Analyze Real-world Case Studies of Successful and Failed entrepreneurial ventures.
5. Formulate effective strategies for integrating technology into entrepreneurship

**Unit I: Introduction to technology & entrepreneurship:**

Technological entrepreneurship: Concept, meaning and definition; Historical overview of technological advancements and entrepreneurship; Importance of technology in identifying market gaps and creating value; Overview of key concepts such as innovation, disruption, and scalability.

**Unit II: Technologies driving entrepreneurial opportunities:**


Understanding emerging technologies (e.g., AI, IoT, Blockchain, Biotech), Disruptive potential of new technologies in various industries, Case studies of successful startups, Leveraging technology for entrepreneurship, Identifying market trends and opportunities through technological advancements

**Unit III: Technological skills for entrepreneurs:**

Basics of coding and programming for non-technical entrepreneurs, Data analysis and interpretation for informed decision-making, UI/UX design principles for creating user-friendly products and introduction to cyber security and data privacy considerations.

**Unit IV: Integrating technology into models**

Lean startup methodology and iterative development, Design thinking and user-centered product development, Building Minimum Viable Products (MVPs) to validate ideas, Strategies for scaling technology-driven ventures.

  
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## **Unit V: Challenges and strategies in technological entrepreneurship:**

Managing technology risks and uncertainties, Intellectual Property protection and patents, Navigating regulatory and ethical challenges in tech startups, learning from failure: Case studies of unsuccessful technology venture

### **Suggested Readings:**

1. Ries Eric (2011) The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, Portfolio Penguin Publisher
2. Duening, T. N., Hisrich, R. A., & Lechter, M. A. (2016). Technological Entrepreneurship: Creating, Capturing, and Protecting Value (1st ed.). Academic Press.
3. Peter Thiel and Blake Masters (2014). Zero to One: Notes on Startups, or How to Build the Future, Virgin Books Publisher - 2014th edition
4. Timmons, J. A., Spinelli, S., & Zacharakis, A. (2019). New Venture Creation: Entrepreneurship for the 21st Century, McGraw-Hill Education.
5. Morris, M. H., Kuratko, D. F., & Covin, J. G. (2019). Corporate Entrepreneurship & Innovation, Cengage Learning.
6. Christensen, C. M. (1997). The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail (1st ed.). Harvard Business Review Press.
7. Moore, G. A. (1991). Crossing the Chasm: Marketing and Selling High-Tech Products to Mainstream Customers (1st ed.). HarperBusiness.
8. Skarzynski, P., & Crosswhite, D. (2014). The Innovator's Field Guide: Market Tested Methods and Frameworks to Help You Meet Your Innovation Challenges. Wiley.
9. Ross, A. (2017). The Industries of the Future (Reprint ed.). Simon & Schuster.
10. Matthes, E. (2019). Python Crash Course: A Hands-On, Project-Based Introduction to Programming (2nd ed.). No Starch Press.
11. Kawasaki, G. (2015). The Art of Start 2.0: The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything. Portfolio.
12. Eyal, N. (2014). Hooked: How to Build Habit-Forming Products. Portfolio.
13. Blank, S., & Dorf, B. (2012). The Startup Owner's Manual: The Step-By-Step Guide for Building a Great Company (1st ed.). Wiley.
14. Croll, A., & Yoskovitz, B. (2013). Lean Analytics: Use Data to Build a Better Startup Faster. O'Reilly Media.
15. Horowitz, B. (2014). The Hard Thing About Hard Things: Building a Business When There Are No Easy Answers. Harper Business.
16. Aulet, B. (2013). Disciplined Entrepreneurship: 24 Steps to a Successful Startup. Wiley books

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**SEMESTER-IV - Discipline Specific Elective**  
**PAPER CODE - MB 404-E-IV**  
**Course: SOCIAL ENTREPRENEURSHIP**

**Course Objectives:**

1. To explain the concept of social entrepreneurship
2. To help understand the modalities involved in social entrepreneurship
3. To give a holistic perspective of social entrepreneurship

**Course Outcomes:**

1. After studying this paper the students will gain insights into the nature of social entrepreneurship
2. Students will understand the role of innovation and social entrepreneurship
3. Students will know the need for social entrepreneurship in the societal context

**Unit I: Over view of social entrepreneurship:**

Introduction to social enterprise, Understanding social entrepreneurship, Individual as a social entrepreneur, Challenges and prospects of social entrepreneurship, Models of social enterprises, Support of corporate social responsibility activities for social entrepreneurship.

**Unit II: Types of Social Entrepreneurship:**

Factors impacting transformation into social entrepreneur, Characteristics of social entrepreneur, Difference between a business entrepreneur and social entrepreneur, Forms of social enterprises: Profit and non-profit proprietorships- partnership, Non-governmental organization, society, trust and company, Variables determining selection of forms of registration.

**Unit III: Social innovation:**

Understanding environment and idea generation for social enterprise, Social innovation and inclusion, Need identification of products /services of social enterprise, Appraising the idea formation through feasibility analysis, Achieving social objectives with commercial ventures.

Innovation approaches, Disruptive innovations, Theory of social change, Innovations in public and non-profit organizations, Steps to design an innovative social enterprise, Creating a social business model.

**Unit IV: Social entrepreneurship opportunities:**

Opportunities for social entrepreneurs and initiatives: Methods of sensing opportunities and fields of opportunities. Assessing and prioritizing opportunities, Enterprise launching and its procedure, Start-ups, incubation, accessing venture capital, CSR funds, PPP. Successful social entrepreneurship initiatives



### **Unit V: Strategic framework of social entrepreneurship:**

Managing growth and performance, Strategic framework analysis of social enterprise, Crafting alliances between nonprofit business & government organizations, Social enterprise management and sustainability of social enterprise, Social audits, Skill development and enhancement, Market research for product/services of social enterprise. Socio-economic impact of social enterprise, Benefits and rewards of social enterprise, Impact of social entrepreneurship on community and stakeholders.

### **Suggested Readings:**

1. Paramasivan. C “Social Entrepreneurship”, New Century Publications, 2020
2. David Bornstein , Susan Davis, “Social Entrepreneurship : what everyone needs to know” Oxford university press, 2019
3. Prahalad C.K, The fortune at the bottom of the pyramid, Eradicating poverty through profits, 2007,Pearson
4. Bronstein David, How to change the world: Social Entrepreneurs and the birth of new idea, 2004
5. Archana Singh, Meetal Reeki “Social entrepreneurship and sustainable development” Routledge 2020
6. Constant Beugre “Social Entrepreneurship” 2016edition, Taylor & Francis Ltd
7. S.B. Verma, Y.T Pawar, “ Rural Empowerment through SHGs, NGOs and PRIs, Deep and Deep Publications Pvt Ltd, 2004
8. Gupta C B, N.P Srinivasan, “Entrepreneurship Development in India” , 2009
9. Maurice Hansan,”Social Entrepreneurship” Excelic Press LLC, 2021
10. Carole Carlson , “Social Entrepreneurship and Innovation”, 1<sup>st</sup> Edition Sage Publishing, 2022



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

**Course Outcomes:**

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

**Unit - I: Introduction to data and information visualization:**

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

**Unit - II: Data Visualization tools and techniques:**

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

**Unit - III: Data Visualization -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

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


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

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

Getting Data Source-Excel as a source, SQL as source, Web as a source, Creating and interacting with 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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**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**  
**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

**Course Outcomes:**

1. Enables students to understand the role of data mining in business and decision-making process.
2. Give students a practical overview of data mining
3. Facilitate students with the latest concepts in data mining

**Unit - I: Introduction to data mining:**

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

**Unit - II: Data pre-processing:**

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

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

**Association:** Definition, Market-Basket Analysis, Naive Algorithm, Aprori Algorithm, Software for association rule mining.

**Classification and prediction:** Decision tree, Bayesian classification, Rule-base classification, Prediction -Linear regression.


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

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

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


**Unit - V: Data mining applications-**

Application strength of data mining- Data mining for banking and financial data analysis- Data mining in insurance-data mining in biological data analysis- Social media marketing- CRM- Tourism industry-agriculture sector

  
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**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- ChaitanyaP. 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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# **MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS**

**Semester-IV**

**PAPERCODE-MB404 Practical**

## **Course: Data Visualization with Microsoft Power BI- 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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# MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

## Semester-IV – MB405

### DISSERTATION

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

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



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

**Semester-IV – MB406**

**FINAL PRESENTATION**

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



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

**Semester-IV – MB407**

## **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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