



**Swami Ramanand Teerth Marathwada University, Nanded**

**CAMPUS & AFFILIATED COLLEGES**

**Master of Business Administration (M.B.A.)**

**MBA II year (III & IV)**

**(Programme Code: 137-1) (CBCS System)**

**Under the Faculty of Commerce & Management R-22**

**(With effect from Academic Year 2025-2026)**

## **(A) PROGRAM DETAILS**

**Name of the Program: Master of Business Administration (MBA)**

Intake: 60

Total credits: 112

Total Marks: 2800

Eligibility: Any Graduate through CET of DTE and Admission Regulatory Authority, Maharashtra (being cleared).

Course Duration: Two years (Full Time) (4 semesters) Medium of Instruction: English

### **Methods of instruction:**

1. Formal lectures, guest lecturers from eminent faculties as well as visiting speakers (Resource Persons) from universities / business and industry.
2. Seminars/ Group discussions/ tests/ tutorials / home assignments/Journals/ practicals /Lab exercises/ Surveys/ projects /Case study discussions and Presentations / Role-plays/ Syndicates/ Management Games
3. Teaching aids: Use of video, audio clips, Projector, power point presentations, interactive online teaching with LMS like Edmodo, Google classroom & online meeting platforms like Zoom, Teams, G-Meets etc

## **(B) OBJECTIVES OF PROGRAM**

**The objectives of M.B.A. program are as under.**

1. To provide basic understanding in various functional areas of management such as finance, marketing, human resources and operations.
2. To expose students to contemporary fields like Banking, Hospitality & tourism and Hospital Management.
3. To equip candidates with a high level of conceptual, analytical, descriptive abilities and decision making abilities.
4. To enable them to comprehend and understand complex environment and handle their job competitively and effectively.
5. To increase business awareness and entrepreneurial abilities among educated youth for expediting the process of industrialization required for industrially backward region like Marathwada.

**Measuring attainment of these objectives**

The Learning Objectives (COs) and Program Objectives (POs) are designed as per the requirement of the syllabus and their attainments are verified using the Learning Outcomes, ability and skill enhancement of the course and program.

**(A) EXAMINATION PATTERN: (Course wise)**

Internal assessment	50 marks	2 credits
University examination	50 marks	2 credits
Total	100 marks	4 credits

**Internal Assessment of 2 Credits****A. Distribution of internal marks per course shown below:**

Test 1	Test II	Tutorial	Seminar	Total
10	10	10	20	50

(Except for those courses carrying Computer practical examination)

**Break up of seminar/field survey marks are as follows:** Seminar will be assessed on the basis of communication skill, presentation style, Analytical ability, audience interaction & query handling etc)

Seminar write-up/survey report	10 marks
Seminar Presentation	10 marks
Total	20 marks

**Course pattern of University Examination for all courses for 2 credits**

No. of credits 02 , Total marks 50, Duration 3 hours

**Nature of Question paper**

Question No. 1 and 6 are compulsory and carrying 10 marks each

(Q1 will be short answers (8 sub questions will be given out of that any 5 have to be answered each carrying 2 marks) &

Question No. 2 to 5 will be descriptive or numerical questions. The candidate has to answer any 3 questions. All questions carry equal marks. (Paper pattern for 4 credit course will be as per CBCS pattern which does not have any sections)

Q 6 will be based on case study or numerical problem. All questions carry 10 marks each.

**Standards of passing:**

- ☐ The passing rules of this program shall be as per the CBCS pattern of this university applicable from time to time.
- ☐ The internal and external assessment will constitute separate heads of passing and they will be shown separately in the transcripts/ marks memo including seminar/field survey credits.
- ☐ For each course with 4 credits the ratio of marks of (internal) Continuous Assessment (CA) in relation with (external) End Semester Examination (ESE) shall be as per CBCS pattern i.e. 50:50.
- ☐ Marks in Continuous Assessment should be communicated to the University before commencement of semester end examination.
- ☐ The End Semester Examination shall be based on the term end written examination to be held at the end of each semester for each course.
- ☐ For Continuous Assessment and End Term Examination, passing will be for 25 marks out of 50 marks and Head wise passing (CA/ESE) will be for 50% of total marks. In case of fraction, next integer number will be taken for passing e.g. out of 25 marks passing will be 13 marks instead of 12.5 marks.
- ☐ Candidate attending less than 75% of classes will not be allowed for CA/ ESE in partial or full.
- ☐ All other rules of grades, conversion / A.T.K.T. / grace / CPI & final grade marks etc. will be given as per CBCS pattern of this University.
- ☐ It is mandatory to pass in CA for a candidate clearing End Semester Examination but failed in CA, will be required to appear again in both internal and external examination in subsequent examination.

**Project report & Viva-Voce:**

- \* Project report will carry 50 Marks (2 credits).
- \* Viva-voce on project will carry 50 Marks (2 credits).

**Total 100 Marks (4 credits) for Project report & Viva-Voce.**

Project reports and pre project submission seminar will be evaluated by internal teacher for 50 marks (2 credits) and Via-voce will be conducted by a committee consisting of project guide, HOD, and one Expert from School and one Expert from department of other university. Grades, conversion of marks & CPI & final grade etc will be as per CBCS pattern of this University.

**Important Instructions and Key Points**

- 1** A.T.K.T. & grace marks will be given as per university rules from time to time.
- 2** Industrial visits/ placement activities / developmental workshops and activities or business related competition or exhibitions or conduct of seminar or conference or workshop etc. would be carried out as per the operational aspects.
- 3** The Semester end examination (external assessment) carries total marks 50 per course. The duration of the examination for all courses is three hours for university examinations. It is the responsibility of subject teacher to set and assess the question paper in the time framework as per university rules.
- 4** The candidates selecting open electives shall be abided by the following rules:
  - a. The open elective will consist of external examination only.
  - b. The options should be communicated in writing before the commencement of first semester for semester I & II; and before the commencement of third semester for semester III & IV.
  - c. Options once communicated to the School Director cannot be changed.
  - d. In case the candidate fails to communicate the option in due time, the head of the department will allot an appropriate option for that candidate and communicate accordingly to the concern candidate and the Director of the School.
  - e. The examination form of the candidate should reflect the same options which were communicated by the candidates in writing to the School Director.
  - f. Students need to submit observation report based on in plant training before the commencement of third semester examination however certificate of in plant training is mandatory for admission to second year.

g. Students stood undergo 45 days of implant training after the end of second semester examination

- 5 In case of any grievance to the candidates he/ she may approach subject teacher with proper justification and references from reputed books. If the grievance continues faculty may submit his/ her report of evaluation to the concerned head of Department. Director of the school may appoint 'Three members' committee with prior approval of Hon'ble Vice Chancellor for the constitution of committee if required. The committee will be made up of three members. Director of the school will be chairman of the committee, one external subject expert will be member and one internal school faculty will be member. They will investigate and submit report to the chairman and corrective actions could be taken by the approval of Vice-Chancellor and final report will be submitted to examination section of this University for further necessary action.
- 6 specialization An **MBA with a specialization in Marketing and Finance** covers a mix of subjects from both domains, equipping students with a balanced understanding of financial management and marketing strategies.

**PROGRAM STRUCTURE AND WORKLOAD**  
**MBA Syllabus w. e. f. JUNE 2025-26 (CBCS)**  
**SCHOOL OF COMMERCE & MANAGEMENT SCIENCES**  
**M.B.A. (SECOND YEAR: III SEMESTER)**

Course Code	Subject/Title of the Course	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
III/137-1/SEC-4A III/137-1/SEC-4B	(Select Any one) A. Business Policy and Strategic Management B. Productivity and Quality Management	4	4	50	50	100
III/137-1/AECC-1	Entrepreneurship Development	4	4	50	50	100
III/137-1/SEC-5A III/137-1/SEC-5B III/137-1/SEC-5C III/137-1/SEC-5D	(Select Any one) A. International Business Management B. Innovation and Design Thinking C. Open elective (Interschool) D. MOOCs/SWAYAM/ NPTEL	4	4	50	50	100
III/137-1/SEC-6A III/137-1/SEC-6B III/137-1/SEC-6C III/137-1/SEC-6D	(Select Any one) A. Operations Research B. Project Management C. Digital Marketing D. Personality Development	4	4	50	50	100
	<b>Electives Total</b>	<b>16</b>	<b>16</b>	<b>200</b>	<b>200</b>	<b>400</b>

## FUNCTIONAL SUBJECT SEM III (MARKETING AND FINANCE)

Numerical Code	Subject/Title of the Course	No. of Lectures per week	No. of credits per courses	Internal	University	Total Marks
III/137-1/DSE/A1	Security Analysis and Portfolio Management	4	4	50	50	100
III/137-1/DSE/A2	Integrated Marketing Communication	4	4	50	50	100
III/137-1/DSE/A3	Rural Marketing	4	4	50	50	100
	<b>Electives Total</b>	<b>12</b>	<b>12</b>	<b>150</b>	<b>150</b>	<b>300</b>



## M.B.A. (SECOND YEAR) IV SEMESTER

	<b>COMPULSORY SUBJECTS</b>					
Numerical Code	Subject/Title of the Course	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
IV/137-1/ SEC-7A IV/137-1/ SEC-7B	(Select Any one) A. Disaster Management B. Corporate Governance and Business Ethics	4	4	50	50	100
IV/137-1/ SEC-8A IV/137-1/ SEC-8B IV/137-1/SEC-8C	(Select Any one) A. Managerial Communication B. Open elective (Interschool) C. MOOCs/NPTEL/SWAYAM	4	4	50	50	100
IV/137-1/C-10	Project Viva-voce	4	4	50	50	100
	Compulsory Total	12	12	150	150	300

## FUNCTIONAL ELECTIVES IV (MARKETING AND FINANCE)

Numerical code	Subject/Title of the Course	No.of lectures per week	No. Of credits per courses	Internal	University	Total Marks
IV/137-1/DSE/A6	Services and Relationship Marketing	4	4	50	50	100
IV/137-1/DSE/A7	Retail Management	4	4	50	50	100
IV/137-1/DSE/B7	Financial Services Management	4	4	50	50	100
IV/137-1/DSE/B3	International Finance	4	4	50	50	100
	Electives Total	16	16	200	200	400

### Summary of Credit System

Class	Total credit in the semester
M.B.A. Semester I	28
M.B.A. Semester II	28
M.B.A. Semester III	28
M.B.A. Semester IV	28
<b>Total</b>	<b>112</b>

### M.B.A. Mark Distribution

Semester	Internal	University Exam	Total
M.B.A. Semester I	350	350	700
M.B.A. Semester II	350	350	700
M.B.A. Semester III	350	350	700
M.B.A. Semester IV	350	350	700
<b>Total</b>	<b>1400</b>	<b>1400</b>	<b>2800</b>

### Types of courses in MBA curriculum

<b>1</b>	<b>Core</b>	<b>10</b>
<b>2</b>	<b>Open elective/ General Electives</b>	<b>8</b>
<b>3</b>	<b>SEC</b>	<b>27</b>
<b>4</b>	<b>DSE</b>	<b>49</b>
<b>5</b>	<b>AECC</b>	<b>01</b>
<b>Total Courses</b>		<b>95</b>

M. B. A. III Semester  
**BUSINESS POLICY & STRATEGIC MANAGEMENT**

**Course Code III/137-1/SEC-4A**

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

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**Learning Objectives:** The objective of the course is to equip the students with analytical tools for scanning the business environment in the dynamic era.

**Learning Outcome:** The students will be benefited by acquiring new ways and means of developing strategic decision-making skills.

**Unit I**

Concept, evolution, meaning and scope of Strategy, Vision, Aim, Objectives, Mission, Goal, Road Map, Benchmarks, Milestones, Policy, Plan, Blue Book and their role in Management.

**Unit II**

Business Models, Business Sub unit and Corporate Policy. Levels of Strategies, Strategic Choices and alternatives, Factors related to decision making.

**Unit III**

Types of Strategies, Generic, Grand strategies, survival, Growth, Expansion, Diversification, Integration, Niche, Mergers & Acquisitions, Joint Ventures, Takeovers, Turnaround, Divestment and Liquidation, Blue Ocean, Red Ocean and other options.

**Unit IV**

Strategy Formulation and Design tools such as Industry Analysis, Business analytics, BCG, GE, ADL Matrix, PESTAL, SWOT, ETOP analysis, 7 S & 4 Cs, 5 Forces principles, Organizational Appraisal need & Procedure

**Unit V**

Tools and Techniques of Strategy Implementation, evaluation, review and Control. Strategic Advantages, Core Competencies, Budgeting, Audit, Staffing, Systems & Synergy. Issues and Case Studies in versatile fields of Business on local as well as Global level in H.R., Finance, Marketing, I.T., Modernization of Management, Success and Failures.

**Reference Books:**

1. Azhar Kazmi -Strategic Management and Business Policy Tata McGraw Hill.
2. R.M.Srivastava -Management Policy and Strategic Management – Concepts, Skills and Practices- Himalaya Publishing House.
3. S. Namakumari Strategy Text & Cases The Indian Concept Macmillan Business Books.
4. Thomas L. Wheelen- Concepts in Strategic Management and J. David Hunger
5. Business Policy-Krish Rangarajan Pearson Education.
6. R. Srinivasam- Strategic Management, Prentice Hall of India Pvt. Ltd Delhi.
7. Subba Rao,P Business Policy and Strategic Management -Himalaya Publishing House.
8. John A Pearce II Richard B Robinson, Jr. Amita Mital- Strategic Management Formulation, Implementation and Control, Tata McGraw Hill & other resources from the KRC, online web, research journals, case studies,

M. B. A. III Semester  
**PRODUCTIVITY AND QUALITY MANAGEMENT**

**Course code: III/137-1/SEC-4B**

**|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||**

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**Learning Objectives:**

The Productivity & Quality Management course provides students with the knowledge and techniques required to improve product quality and process efficiency by identifying and measuring production process variability which, if not successfully addressed, leads to inconsistent product quality, costly wastage, non-standardization and other reliability and productivity problems.

**Unit I:** Concept of productivity and various ways/modes of calculating it: Ways to improve productivity, Partial productivity and Total productivity.

**Unit II:** Product and Service Quality dimensions. Characteristics of Quality. Quality Assurance. Quality Circles, Deming's 14-points for management.

**Unit III:** Suggestion Schemes. Various types of wage incentive plans. Total Productivity Maintenance: Job evaluation and Job rotation. Learning curves-description, limitation and use to management. Lateral thinking. Split brain theory.

**Unit IV:** Concepts of customer service in relation to right quality, right quantity, etc.: Total Quality Management – definition, basic concepts, eight building blocks, seven stages and pillars of TQM, TQM in Services Juran's triology – Muri, Mara, and Muda.

**Unit V:** Holistic Quality Management. Quality performance and various excellence awards: Six sigma features, enablers, goals, DMAIC/DMADV

**Learning Outcome:**

After completing this course, students should be able to:

1. Explain the concepts of Total Quality Management and Total Quality Education.
2. Diagnose problems in the quality improvement process.
3. Identify ethical and unethical behavior in Quality Management.

**List of Books for Reference**

1. Productivity Techniques, Srinivas Gondhalekar and Uday Salunkhe, Himalaya Publishing House
2. Productivity Techniques, Gerard Leone and Richard D. Rahn, Jaico Book House
3. TQM: Text with Cases, John S. Oakland, Butterworth-Heinemann
4. Total Productivity Management (TPmgt): A systematic and quantitative approach to compete in quality, price and time, David J.
  - i. Sumanth, St. Lucie Press
5. The Five Pillars of TQM: How to make Total Quality Management work for you, Bill Creech, Dutton/ Plume
6. Bruce Williams, Stephen R. Covey "Six Sigma for Dummies, CarigGygi, Neil Decarlo, –

M. B. A. III Semester  
**ENTREPRENEURSHIP DEVELOPMENT**

**Course Code : III/137-1/AECC-1**

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

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**Learning Objectives:**

1. To sensitize students about entrepreneurship as a career option
2. To provide exposure to students with external environment i.e. the context within which they are required to operate as an entrepreneur/manager/intrapreneur
3. To encourage students to develop their own business plan and to motivate them to set up their own business ventures

**Unit I. Foundations of Entrepreneurship Development:** Entrepreneur, Entrepreneurship and Enterprise; Development of the Concept of Entrepreneurship, Theories of Entrepreneurship, Entrepreneurship as a Career Option – Charms of being an Entrepreneur, The Dark side of Entrepreneurship, Entrepreneurship as a Style of Management

**Unit II. Understanding Entrepreneurship Development:** Concept and Significance of Entrepreneurship Development, Creativity, Innovation and Entrepreneurship, Entrepreneurial motivation, Motivating factors, Entrepreneurial environment, Environmental Barriers; Recent Trends in Entrepreneurship

**Unit III. Introducing Entrepreneur:** Entrepreneurial characteristics, Entrepreneurial mindset, Entrepreneurial functions, Classification of Entrepreneurs; Comparative study of Roles, Responsibilities, and Career opportunities of Entrepreneur, Manager, Intrapreneur / Corporate Entrepreneur

**Unit IV. Creating Entrepreneurial Venture:** Small Enterprises – An Introductory Framework, Concept and definition of MSMEs; Business process planning, Environmental analysis, Search and Scanning, Identifying problems and opportunities, Defining business idea, Basic Government procedures to be complied with.

**Unit V. Role of Government in Entrepreneurship Development:** Ministry of MSME, Policy initiatives of the Government, MSME Development Act, 2006; Institutional support for Entrepreneurship Development – National level institutions, Institutional set up for Maharashtra State

**ENTREPRENEURSHIP PROJECT**

It is expected that student will prepare a project report on 'Setting up a new Small Enterprise'. The student is required to be engaged in field work and submit the project report based on the practical work/assignment given to him/her. This project report will carry 50 marks as a part of Internal Assessment which will be based upon classroom discussions and presentations regarding the project throughout the semester.

**Learning Outcomes:** After successful completion of this course, students will be able to:

1. Be aware about pros and cons of entrepreneurship career option and become motivated to pursue entrepreneurship career option
- 3 Identify themselves with entrepreneurial personality and strive for imbibing

entrepreneurial spirit and for developing enterprising personality Appreciate role of Government in entrepreneurship development

4. Learn contents of a project report and develop skills required for initiating a small enterprise

**Suggested Readings:**

1. Management and Entrepreneurship – Veerbhadra Havinal- New Age International Publishers
2. Entrepreneurship: New Venture Creation – David H. Holt
3. Entrepreneurship Development – Satish Taneja, Himalaya Publishing House
4. Entrepreneurship: Strategies and Resources – Marc J. Dollinger, Pearson Education
5. The Culture of Entrepreneurship – Brigitte Berger.
6. Innovation and Entrepreneurship – Peter F. Drucker
7. Entrepreneurship – Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, McGraw Hill Education
8. Entrepreneurship Theory and Practice- Raj Shankar, Tata McGraw-Hill Education
9. Project Management Principles and Techniques B.B. Goel
10. Project management – K. Nagarajan, New Age International Publishers
11. Project Management Planning & Control techniques- Rory Burke, John Wiley & Sons
12. Project Management – S. Choudhury, Tata McGraw Hill Publishing Co.
13. Intrapreneurship : Gifford Pinchot
14. Entrepreneurship Development - C. B. Gupta, Srinivasan, Sultan Chand & sons
15. Entrepreneurial Development- S. S. Khanka, S. Chand &Co.
16. Achieving Society- McClelland, D.VanNostrand Co

M. B. A. III Semester  
**INTERNATIONAL BUSINESS MANAGEMENT**  
Course Code: III/137-1/SEC-5A

**University Examination 50 Marks | Internal Assessment 50 Mark | Total 100 Marks**

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**Learning Objectives:**

The aim of this course is to enable the students learn nature, scope and structure of International Business and understand the influence of various environmental factors on international business operations. This course will also provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate.

**UNIT I: International Business** - An Overview: Evolution of international business, Globalization-meaning, Drivers of Globalization, influences of IB, Difference between Domestic business and international business, why companies engage in International Business, Stages of Internationalization, Approaches of International Business, Theories of International Trade -Adam Smith, David Ricardo, Heckscher-Ohlin theory and Factor mobility theory.

**UNIT II: International Business Environment:** Concept of IBE, Internal and External environment, Economic Environment, Technological Environment, Political Environment, Socio- Cultural Environment, Global environment, Physical Environment.

**UNIT III: Tools for Environmental Analysis:** PEST analysis, SWOT analysis, Porter's five forces model, Global Competitiveness Index, Country Evaluation and Selection, Trade Blocks and Business Centers.

**UNIT IV:** Background of India's Export, Export Import documentation and Procedures, Market Identification, Understanding the Market Opportunities, DGFT, Export Promotion, Role of RA, EPCs and RCMC; IEC, Foreign Trade Policy (recent). Foreign Trade Agreements, Non Tariff Barriers, Export Business Plan, Incorporating INCOTERMS 2010 in Trade

Transactions, Duty Drawback and Claim Procedure, Implication of GST in Export Chain

**UNIT V:** Management of international payments to ensure full and on-time payments, Letter of Credit and implication of UCP-600 rules., Export Finance Bank Schemes, Understanding FEMA Guidelines and Master Directions of RBI relating to export Transactions, Currency Risk Managements, commercial & regulatory documents for export preparation and handling, risk management in exports – role of ECGC, Understanding Logistics Value Chain in Export operations, Importance of Packaging in Exports.

**Discuss Case Studies on related Topicz**

**Learning Outcome:** The students will be able to:

1. Explain how international factors affect domestic concerns;
2. Explain regional economic integration and economic and political integration;
3. Explain the main institutions that shape the global marketplace;
4. Conduct an environmental scan to evaluate the impact of world issues on an organization's international business opportunities.
5. Conduct, evaluate and present market research to support an organization's



- international business decision-making.
6. Manage the preparation of documents and the application of procedures to support the movement of products and services in the organization's global supply chain.
  7. Evaluate the impact of statutory and regulatory compliance on an organization's integrative trade initiatives.

**Books Recommended:**

1. Sundaram and Black- International Business Environment
2. P. G. Apte - International Financial Management
3. Francis Cherulinam - International Business
4. Rathod- Export Management
5. Charles Hill - International Business
6. John D. Daniels- International Business Environment & Operations
7. Justin Paul, International Business, PHI
8. P. Subha Rao, International Business, Himalaya Publishing House

M. B. A. III Semester  
**INNOVATION AND DESIGN THINKING**  
Course code: III/137-1/SEC-5B

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

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**Course Learning objectives:**

- 1 To familiarize Design Thinking (DT) and its phases
- 2 Formulate design thinking for business impact
- 3 To enable the students to become aware of the evolution, concepts & models of Design Thinking.
- 4 To enable learners with the context, methods and mindsets pertaining to Design Thinking.

**Program Outcomes:**

1. Develop the students as good designers by imparting creativity and problem solving ability.
2. Design thinking to develop innovative products that bring business impact.

**Unit 1: Introduction**

Design Thinking as a Solution, The Value of Design Thinking, Meaning and differences innovation and creativity, Characteristics, Importance, Principles of Innovation, Process of Innovation, Types of innovation, strategic advantages of innovation, Seven Modes of the Design Innovation Process

**Unit 2: Fundamentals of Design Thinking**

Definition and Importance of Design Thinking, Principles of Design Thinking: Empathy, Define, Ideate, Prototype, Test, Design Thinking vs Traditional Problem Solving, Application of Design Thinking in Business Strategy.

**Unit 3: Implementing Design Thinking for Business Impact**

Tools for design thinking, the transition from design thinking to implementation in the business context -How to use design thinking to develop innovative products and services - Strategies for scaling design thinking in an organization and maintaining an innovative culture

**Unit 4: Innovation in management**

Macroscopic view of innovation, approaches to innovation, assumptions and barriers in innovation, push and pull innovation, TRIZ Theory, SCAMPER Technique, SWOT analysis, organizational aspects of innovation, success factors in innovation management

**Unit 5: Know People**

Mindsets, Observing Everything, Building Empathy, Immersing in Daily Life, Listening Openly, Looking for Problems and Needs, Five Human Factors, Field Visit, User Pictures Interview, Image Sorting, Field Activity

Sense Intent: Mindsets, Sensing Changing Conditions, Subject Matter Experts Interview, Interest Groups Discussion.

**Suggested Books**

1. John R. Karsnitz, Stephen O'Brien and John P. Hutchinson, "Engineering Design", Cengage Learning (International edition), second edition, 2013.

2. Design Thinking for Strategy – Innovating towards Competitive Advantage by Claude Diderich, Springer, 2020.
3. 101 Design Methods – A Structured Approach to Driving Innovation in your Organization by Vijay Kumar, John Wiley & Sons, 2011
4. The Design of Business – Why Design Thinking is the next Competitive Advantage by Roger Martin, Harvard Business Press, 2009
5. Design Thinking – Integrating innovation, Customer experience, & Brand Value by Thomas Lockwood, Allworth Press, 2009.
6. Design Thinking Methodology by Emrah Yayici, ArtBizTech, 2016
7. Roger Martin, "The Design of Business: Why Design Thinking is the Next Competitive Advantage", Harvard Business Press, 2009. Product Design and Development- Karl T Elrich sixth edition- McGraw Hill publication
8. so Plattner, Christoph Meinel and Larry Leifer (eds), "Design Thinking: Understand – Improve apply" Springer, 2001.
9. Tim Brown, Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, HarperCollins Publishers Ltd
10. Idris Mootee, Design Thinking for Strategic Innovation, John Wiley & Sons Inc
11. Brenda Laurel, Design Research methods and Perspectives, MIT press 2003
12. Yves Pigneur, Alexander Osterwalder, Business model generation: A handbook for visionaries, game changers and challengers, Wiley
13. Don Norman, "The Design of Everyday Things, Basic Books

M. B. A. III Semester  
**OPERATIONS RESEARCH**

Course code : III/137-1/SEC-6A

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

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**Learning Objective:** The objective of the course is to equip the candidate with basic quantitative tools and develop techniques of operations research required to perform the role as a manager.

**Unit I: Introduction to Operations Research**

Operations Research – A Quantitative Approach to Decision-Making, History of Operations Research, Definitions of Operations Research, Features of Operations Research Approach, Operations Research Approach to Problem Solving, Advantages of Operations Research Study, Opportunities and Shortcomings of the Operations Research Approach, Features of Operations Research Solution, Applications of Operations Research, Operations Research Models in Practice, Computer Software for Operations Research.

**Unit II: Linear Programming: Applications, Model Formulation and Graphical Method**

Introduction, Structure of Linear Programming Model, General Structure of an LP Model, Assumptions of an LP Model, Advantages of Using Linear Programming, Limitations of Linear Programming, Application Areas of Linear Programming, General Mathematical Model of Linear Programming Problem, Guidelines on Linear Programming Model Formulation, Examples of LP Model Formulation: Examples on Production, Examples on Marketing, Examples on Finance, Examples on Agriculture, Example on Transportation, Examples on Personnel, Graphical Solution Methods of LP Problems.

**Unit III: Project Management: PERT and CPM**

Introduction, Basic Differences Between PERT and CPM, Significance of Using PERT/CPM, Phases of Project Management, PERT/CPM Network Components and Precedence Relationships, Rules for AOA Network Construction, Errors and Dummies in Network, Critical Path Analysis: Forward Pass Method (For Earliest Event Time), Backward Pass Method (For Latest Allowable Event Time, Float (Slack) of an Activity and Event, Critical Path, Project Scheduling with Uncertain Activity Times, Estimation of Project Completion Time.

**Unit IV: Simulation**

Introduction, Simulation Defined, Types of Simulation, Steps of Simulation Process, Advantages and Disadvantages of Simulation, Stochastic Simulation and Random Numbers: Monte Carlo Simulation, Random Number Generation: Simulation of Inventory Problems, Simulation of Queuing Problems, Simulation of Investment Problems, Simulation of Maintenance Problems Simulation of PERT Problems.

**Unit V: Decision Theory**

Introduction, Steps of Decision-Making Process, Types of Decision-Making Environments, Decision-Making Under Uncertainty: Optimism (Maximax or Minimin) Criterion, Pessimism (Maximin or Minimax) Criterion, Equal Probabilities (Laplace) Criterion, Coefficient of Optimism (Hurwicz) Criterion and Regret (Savage) Criterion.

**Learning Outcome:** After learning operations research course, learners will be able to understand and apply quantitative tools required to perform the role as a manager. This will enable students to use analytical evaluation and arrive at logical conclusions & inferences to the decisio

**Reference Books:**

- 1) Introduction to Operations Research: Prem Kumar Gupta, Dr. H.S. Hira, Aarti Kamboj, S. Chand Publications, New Delhi.
- 2) Operations Research Problems and Solutions: J.K. Sharma, Mcmillan Publications.
- 3) Operations Research: Theory and Applications; J.K. Sharma, Trinity Press, New Delhi.
- 4) Quantitative Techniques in Management: N.D. Vohra, Tata McGraw Hill Education Private Limited, New Delhi.
- 5) Statistical and Quantitative Methods; Ranjeet Chitale, Nirali Publication, Pune.

M. B. A. III Semester  
**PROJECT MANAGEMENT**

**Course code - III/137-1/SEC-6B**

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks||

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**Learning Objective:** The course is intended to develop the knowledge of the students in the management of projects, special emphasis will be provided on project formulation as also on various tools and techniques for project appraisal and control so that they are able to draft the project proposal in any area of management and evaluate the worth of projects.

**Unit 1 – Introduction**

Concept of project: Basic concepts, classification, characteristics of project, Project life cycle, Project management, Tools & Techniques of project management, project organization.

**Unit 2 – Project Identification**

Project identification: Identification, generation of ideas, SWOT analysis, Preliminary screening, project rating index. Market & Demand Analysis: Collection of data, market survey, market planning, market environment, project risk analysis, demand forecasting techniques.

**Unit 3 – Technical Analysis**

Technical Analysis: selection of technology, material input and utilities, plant capacity, location & site, machinery and equipment, structures and civil work, environmental aspects, project charts and layouts. Financial Estimation: Project cost, source of finance, cost of production.

**Unit 4 – Financial Analysis**

Financial Analysis: Characteristics of financial statement, Working Capital, Project income statement, projected cash flow statement, projected balance sheet, projected profitability.

Investment Evaluation: Investment decision rule, techniques of evaluation, payback period, accounting rate of return, profitability index method, Net profitability index, Internal rate of return, discounted payback period.

**Unit 5 – Social Cost Benefit Analysis**

Social Cost Benefit Analysis: Concept of social cost benefit, significance of SCBA, Approach to SCBA, UNIDO approach to SCBA, Shadow pricing of resource, the little miracle approach, Project Implementation: Schedule of project implementation, Project Planning, Project Control, Human aspects of project management, team building, high performance team.

**Learning Outcome:** By the end of this course, a student would learn to identify, plan, implement and control a project.

**Suggested Readings:**

1. Project Management: Strategic Financial Planning Evaluation and Control- Bhavesh, M. Patel- Vikas Publishing House Pvt. Ltd., Latest Edition.
2. Effective Project Management- Wysocki, Robert K., Bick Robert and Crane David B.- John Wiley and Sons, USA., Latest Edition
3. Projects: Planning, Analysis, Selection, Financing, Implementation and Review- Prasanna Chandra- Tata McGraw Hill Publishing Company Limited, New Delhi
4. Project Management- Shrutika Kasor- Sumit Enterprises, New Delhi, 2003
5. Practical Project Management- R.G.Ghattas, Sandra L.McKee, Pearson Education (Singapore) Pvt. Ltd., Delhi, 2003

## Digital Marketing

Course code - III/137-1/SEC-6C

**|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks||**

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**Learning Objectives:** The basic aim of this course is to make the learner aware about the concept of digital marketing and its uses in business operations.

**Unit 1: Marketing Fundamentals & Content Strategy-** Overview of concept of marketing management, types of markets, concept of market mix, 4P and 7P, concept of digital marketing, comparison between features of conventional marketing and digital marketing.

**Unit 2: Social Media Marketing-** Overview of the types of social media, features and characteristics of social media, applications of social media in business promotion, constraints in social media applications.

**Unit 3: Social Media Advertising-** Concept and features of advertising, the nature and scope of advertising on social media, comparison between conventional advertising and social media advertising.

**Unit 4: Online marketing techniques-** Search Engine Optimization (SEO), Search Engine Marketing, Referral marketing, Content marketing, Native advertising, Role of Artificial Intelligence, Data Mining, Search analytics, Web analytics.

**Unit 5: Promotional systems and promotional models-** Display Advertising, Email Marketing, Ethical and legal issues, Ad blocking, Contextual advertising, Behavioral targeting, Pay-per-click, cost per impression, cost per action, Revenue sharing.

**Learning Outcome:** On successful completion of the course the learner may get aware of fundamentals of digital marketing, social marketing, search engine marketing, display advertising and email marketing. The course may help the students to get self employed by opening their own business based on services related to digital marketing.

### Reference Books:

1. Bing Liu (2007), Web Data Mining: Exploring Hyperlinks, Contents and Usage d
2. Levene, Mark (2005). An Introduction to Search Engines and Web Navigation. Pearson.
3. Hock, Randolph (2007). The Extreme Searcher's Handbook. ISBN 978-0910965-76-7
4. Jansen, B. J. (2011). Understanding Sponsored Search: Coverage of the Core Elements of Keyword Advertising. Cambridge University Press: Cambridge, UK.
5. Kotler, P., Marketing Management, (Millennium Edition), Custom Edition for University of Phoenix, Prentice Hall
6. Hoffman, D., Bateson, J.E.G., Elliot, G. and Birch, S., Services Marketing: Concepts, Strategies and Cases, (Asia-Pacific ed.), Cengage
7. Zeithaml, V. Bitner, M.J. and Gremler, D.D., Services Marketing: Integrating Customer

Focus Across the Firm, (6th ed), New York: McGraw-Hill

8. French, Jeff and Ross Gordon (2015)"Strategic Social Marketing, SAGE Publications.

9. Chaffey, Dave; Ellis-Chadwick, Fiona (2012). Digital marketing: strategy, implementation of and practice (5th ed.). Harlow: Pearson Education



M. B. A. III Semester  
**PERSONALITY DEVELOPMENT**

Course code - III/137-1/SEC-6D

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 50 Marks ||

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**Learning objective:** The basic aim of this course is to develop the personality of the students with proper understanding with different dimensions of personality development.

**Unit I: Personality Development-** Define personality, determinants of personality development, types of personalities, laws of personality development, personality traits, developing effective habits, emotional intelligence, influence of thoughts, character, mannerism and etiquettes, Biological, Physical and religious aspects of Personality development.

**UNIT II: Theories of Personality** - Freud theory, Erikson theory, trait theory of personality Type A & B, General Adaption Syndrome, Myers–Briggs Type Indicator (MBTI)

**Unit III: Attitude and Motivation** - Define attitude and motivation, factor affecting attitudes, positive and negative attitude, way to develop positive attitude. Habits- Define Habit, identifying good and bad habits, breaking bad habits, forming habits of success, goal setting and addiction, Grooming, dining etiquettes, cross cultural etiquettes, use of ICT, Day to Day management, use of social media, e-mail etiquette and useful electronic gadgets and mobile applications.

**Unit IV: Time Management-** Time as resource, value of time, identify important time wasters, techniques of time management, Self-esteem, stress management- causes of stress and managing stress, facing failures- factor affecting failures, learning from failures, overcoming failures power of FAITH and practicing faith, Concept of success.

**Unit V: Communication Skills-** Self Confidence, effective reading, writing and listening skills, self- reading, Voice Module, overcoming stage fear, art of professional presentation, Body language and negotiation skills, Employability quotient, Social etiquettes, official etiquettes, Interpersonal Relationship-Defining interpersonal relationship, human perception, understanding people, tips to improve interpersonal relation and conflict resolution.

**Learning Outcomes:** at the end of the course, students will be able to

1. Nurture a deep sense of understanding of personality development, soft skill and interpersonal relationship for overall self- development.
2. Realize the role of technology in personality development and importance of time and stress management.
3. Develop and exhibits a balanced attitude in life and learn to handle failures.

**Suggested Readings:**

1. Personality development –Swami Vivekananda
2. Stephen Covey, Seven Habit of Highly effective people
3. Dorch Patricia, What are soft Skills? New York, Execu Dress Publishers
4. Petes S J Francis, Soft skills and Professional communication, New Delhi
5. Hurlock Elizbeth B, P, Personality Development, Tata Mcgraw Hill new Delhi

**M. B. A. III Semester**  
**Security Analysis and Portfolio Management**

**Course Code: III/137-1/DSE/A1**

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 50 Marks ||

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**Learning Objectives:** To familiarize the students with various investment and capital market dynamics and its functioning so as to orient them towards investment advisory skills. Pedagogy and workload: 4 hours per week consisting of Lectures, assignments, practical exercises, discussions, seminars.

**Unit-1 Investment & securities Investment** - process – investment, Gambling & speculation  
Real assets and financial assets - short term & long term - call money, treasury bills, CDs, CPs, LCs, discounting of bills, equities, bonds, debentures, fixed deposits, mutual fund units, tax sheltered saving schemes, life insurance and pension products, securitized and non securitized investments, warrants and convertibles and non-convertibles, financial derivatives, Foreign equities

**Unit-2 Securities market Primary & secondary markets** - Structure and functioning of the market, stock exchanges- listing, trading and settlement procedures– OTCEI, NSE, BSE, MCX-SX, important international stock exchanges depositories recent developments -stock market indices - BSE SENSEX, BSE -100, BSE-200, Nifty, Dollex and, an overview of other indices - calculation of index.

**Unit-3 Security analysis Fundamental analysis** – economic forecasting & investment decision -economic forecasting methods - industry analysis -classification schemes - key characteristics -industry life cycle -company analysis -financial and nonfinancial

**Unit -4 Portfolio Selection & Portfolio Analysis Rate of return** -indifference curves- calculating expected returns & standard deviations of portfolios

**Unit -5 Portfolio Revision and Evaluation Mutual Fund** – Concept, history and types, Advantages and disadvantages, Net Asset Value, Indian Mutual Fund Scenario

**References:**

1. Punithavathy Pandian-Security Analysis and Portfolio Management-Vikas Publishing House Pvt Ltd., New Delhi.
2. S Kevin-Security Analysis and Portfolio Management - Prentice Hall of India, New Delhi.
3. Dr. V A Avadhani- Investment and Securities Market in India- Himalaya Publishing House, New Delhi.
4. Donald E Fischer & Ronald J Jordan -Security Analysis and Portfolio Management Prentice Hall of India, New Delhi
5. Punithavathy Pandian-Security Analysis and Portfolio Management-Vikas Publishing House Pvt Ltd., New Delhi.
6. S Kevin-Security Analysis and Portfolio Management - Prentice Hall of India
7. Dr. V A Avadhani- Investment and Securities Market in India- Himalaya Publishing House, New Delhi.
8. Donald E Fischer & Ronald J Jordan -Security Analysis and Portfolio Management Prentice Hall of India, New Delhi

9. Dr. V A Avadhani- Investment and Securities Market in India- Himalaya Publishing House, New Delhi
10. Dr. V A Avadhani- Investment and Securities Market in India- Himalaya Publishing House, New Delhi.
11. Donald E Fischer & Ronald J Jordan -Security Analysis and Portfolio Management Prentice Hall of India, New Delhi
12. Gordon J Alexander, William F Sharpe and Jeffery V Bailey- Fundamentals of Investments- Prentice Hall of India, New Delhi.
13. Prasanna Chandra-Investment Analysis and Portfolio Management- Tata Mc Graw Hill, New Delhi. 4. William Sharpe- Portfolio Theory and Capital Markets -McGraw-Hill Ryerson, Limited.
14. V K Bhalla,-Investment Management: Security Analysis and Portfolio Management-S Chand & Company Ltd. New Delhi.
15. Robert Jarrow & Stuart Turnbull- Derivative Securities - South-Western College Publishing
16. Rajiv Srivastava-Derivatives and Risk Management-Oxford University Press, New Delhi.

M. B. A. III Semester  
**INTEGRATED MARKETING COMMUNICATIONS**  
Course Code - III/137-1/DSE/A2  
|| University Examination 50 Marks || Internal Assessment 50 Marks  
|| Total 100 Marks ||

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**Learning Objective:** To provide an insight in the area of Advertising, sales and distribution management for developing careers in the field.

**Unit-I:** Communication, marketing communications, role of marketing communications, clutter in media planning and significance of integration in marketing Advertising: definition, objectives, functions and advantages of advertising. Effects of advertising – Economical, social and ethical. Role and functions of advertising Manager.

**Unit-II Advertising agency and advertising media.** Definition, functions of advertising Agency, organizational structure of advertising agency. Advertising media—forms of Advertising Media, advertising copy and its features Media planning – concept, objectives, scheduling of media.

**Unit –III Sales promotion** – meaning, objectives, sales promotion tools-price service quality, style or design, personality and ability of Salesman, reputation of the company, off season offers, price promotion, premium promotion.

**Unit -IV Personal Selling**- objectives, importance of personal selling, personal selling process, Advantages and approaches of personal selling, motivation & controlling sales force efforts. Salesmanship- golden rules for successful salesman, essentials of effective selling.

**Unit-V Sales Management**- Nature, Scope and objectives of Sales management, AIDAS theory of selling, steps in effective selling, recruitment and compensation of sales force, sales meeting and contests, sales budgets. Distribution Management- Meaning, types and functions of channel of distribution, selection of channel, supply chain management.

**Learning outcome**

At the end of this course the student is expected to understand various media options and noise. He should be able to understand logic of choices amongst media options for effective advertising program. Further he should know rational of sales and distribution program. He should appreciate the role of distribution mix in the overall marketing success of the firm.

**Reference Books:**

Dr.S.Gupta “Sales & Distribution Management” 2010, Excel Books, 2nd Ed.  
K.k.Hawaladar and others- sales and Distribution Management, TATA McGraw hill Co.  
S.A.Chunawala- Advertising, Sales and Promotion Management. Himalaya

Publishing House

K.K.Hawaldar and V.M. Cavale "Sales and Distribution Management" 2009 Tata McGraw Hills.

Dr.B.Narayan- Advertising Management. A. P. H. Publishing Corporation Darya Ganj, New Delhi.

G.R.Basotia.N.K.Sharma. Mangaldeep Publication Jaip

## M. B. A. III Semester

### RURAL MARKETING

Course code - III/137-1/DSE/A3

University Examination 50 Marks || Internal Assessment 50 Marks ||  
|| Total 100 Marks ||

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**Learning Objective:** The objective of the course is to provide conceptual understanding on rural and Agricultural marketing with special reference to Indian context and develop skills required for planning of rural and Agricultural marketing.

**Unit I. Basics of Rural Marketing** - Rural Marketing: Introduction, definition, evolution, Concept and components – Characteristics of Rural Markets, rural market in India, size and scope, changing pattern of rural demand, constraints to rural marketing, rural v/s urban Marketing.

**Unit II. Rural Consumer behavior**, Rural Consumer behavior, Factors influencing Rural consumer behavior, Marketing environment in rural areas-Demographic, Political, Economic, Socio-cultural, Technological, Natural Environment

**Unit III. Rural Marketing strategies** - Rural Segmentation, Targeting and positioning, rural marketing plan, rural product, rural price, rural distribution, communication process, rural media and media innovation, Rural Marketing Research, Marketing strategies for FMCG Products, Consumer Durables, Automobiles & other industries.

**Unit IV. Basics of Agricultural Marketing** - Understanding Agricultural Markets, Nature & scope, Objectives of Agriculture Marketing, Challenges in Agriculture Marketing, Agriculture Marketing & its Economic importance, Agricultural Produces and their market, Export potential for agro-products.

**Unit V. Agricultural Marketing strategies** - Marketing Strategies for Seed; Fertilizers; Pesticides; Tractors, Farm equipment, Role of Cooperative societies, Role of warehousing, Determination of agricultural pricing, Institutions & organizations working in Agricultural Marketing, Economics of Natural Farming, organic farming and its need, cooperative farming in India.

#### Case and Problems on above topic

#### Learning Outcome:

After end of this course the student is expected to explore huge opportunities available at bottom of pyramid market, understand rural environment and appreciate serving rural markets at profit with help designing state of art products affordable to these markets, design the communication program, choosing innovative media channels and distribution networks.

#### Suggested Readings:

1. C.K. Pralhad: The fortune at the bottom of the pyramid-eradicating poverty through profits- Wharton school publishing, 2010
2. C.S. KrishanamaCharyulu; Rural Marketing. Lalitha Ramakrishnan text and cases
3. Ramkishen Y: new perspectives in rural and agricultural marketing-Jaico Books,

4. Anjila Saxena and Other (Ed.) : Rural Marketing – Thrust and challenges – National Publishing House, Jaipur.
5. Rural Marketing, Sanal Kumar Velayudhan, 2/e, Response, SAGE Publication
6. Rural Marketing - C G Krishnamacharyulu, Lalitha Ramakrishnan Pearson Education
7. Rural Marketing- Pradeep kasyap & Siddhartha Raut,Biztantra  
Balaram Dogra &KarminderGhuman, RURAL MARKETING: CONCEPT & CASES, Tata McGraw-Hill

**M. B. A. IV Semester**  
**DISASTER MANAGEMENT**  
**Course Code: IV/137-1/ SEC-7A**

**|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks||**

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Learning Objectives:

1. To explain the role and significance of management in tackling disaster situations
2. To understand various perspectives of disaster management

**Unit I: Disaster Management:** An Introduction, Concept, Definition, Objectives, Scope, Dimensions, Challenges

**Unit II: Types of disasters & effects/ damages due to disasters:**

Natural disasters: Unpredictable disasters– Earthquake, Volcano, Landslides, Predictable disasters– Cyclone, Droughts: Partially predictable disasters– Floods, Landslides

Man-made disasters: Industrial disasters, Economic disasters, Social disasters, Environmental disasters, Ecological disasters

**Unit III: Disaster Management and socioeconomic system:**

Factors affecting damages, Factors affecting mitigation measures

**Unit IV: Disaster Management Cycle:** Prevention, Mitigation, and Preparedness; Tools, Methods, and Technologies to Manage Disasters, Planning for Disaster Preparedness and Management:

Unit V: Disasters and Development:

Disasters and the Government- Disaster Management Act 2005

**Learning Outcomes:** After successful completion of this course, students will be able to:

1. Understand various types of disasters, causes of their occurrences and also their consequences
2. Develop confidence about proper management of all kinds of disasters

**Suggested Readings:**

1. All You Wanted to Know about Disasters- B. K. Khanna, New India Publishing Agency, New Delhi
2. Disaster Management Global Challenges and Local Solutions- Rajib Shaw, R.R. Krishnamurthy, Universities Press, Hyderabad
3. Disaster Management, M. Saravana Kumar, Himalaya Publishing House
4. Natural Disasters - David Alexander, UCL Press, London
5. [www.ndma.gov.in](http://www.ndma.gov.in)
6. [www.nidm.net.in](http://www.nidm.net.in)
7. [www.ndmindia.nic.in](http://www.ndmindia.nic.in)



## M. B. A. IV Semester

# CORPORATE GOVERNANCE & BUSINESS ETHICS

*Course Code: IV/1371/SEC-7B*

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks||

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**Learning Objectives:** This course aims at helping candidates think about some of the important ethical Implications of the day-to-day happenings and practices of Indian industry and business. It is designed to stimulate discussion and debate rather than to formulate principles, and to raise further questions rather than to dictate answers. The objective of course is to acquaint the candidates Ethics and Indian Ethos along with its relevance to managerial decision making.

**Unit I: Introduction to Corporate Governance:** Critical points in Governance, Ethically relevant Definition, Moral Agency in the Context of Business, purpose of corporate governance, mechanism of corporate governance.

**UNIT II: Model of Corporate Governance:** Agency theory of corporate governance, Ownership, Stewardship and stewardship model and corporate governance and stakeholder theory of corporate governance.

**Unit III: Overview of various Codes of Corporate Governance:** Need for Regulatory codes, Corporate Governance reforms in India, The Cadbury Committee, UK. Legal Aspects of Corporate Governance: Laws applicable to the corporation, corporate governance as law, Theories of company law and global trends.

**Unit IV: Background for Ethical Model:** Various Principles of ethics, Evolution of Business Ethics: Western concepts of Business and management: meaning of business ethics, evolution of western concepts of business, foundation of ethics or morality in the business context, theories of teleological ethics, theories of Deontological ethics, theories of Virtue ethics and theories of system development ethics, theories of ethics and basic managerial orientation.

**Unit V: Alternative Concepts of Business and industry:** social and economic organization, individual and corporate business organization, relation with external organization. Alternative Model of Ethics and reality of Business Ethics: Integrity approach to business ethics, Reality of Business Ethics.

**Learning Outcome:** The problems in business are multifold. One of the major social challenges faced by business is to balance ethics and economics. Society wants business to be ethical and economically profitable at the same time. This syllabus will help the students in the same aspect.

### Suggested Readings:

1. Business Ethics and Corporate Governance – S.K. Bhatia.
2. Business Ethics and Corporate Governance – C.S.V. Murthy.
3. Governance- A Question of Ethics- Surender Kumar (2000), Galgotia Publishing co.
4. Leadership and Corporate Governance- A V. Vedpuriswar (2002), ICFAI Universi

## M. B. A. IV Semester

### MANAGERIAL COMMUNICATION

Course Code : IV/137-1/ SEC-8A

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks||

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**Learning Objectives:** The objective of this course is to impart communication skills amongst the candidates so that on completion of the course they will be equipped with communication skills.

**Unit -I Communication in organizations:** Definition – Communication and organizational communication – communication process – types – principles – Role of managers in business communication – Role of technology in contemporary communication process.

**Unit –II. Communication Skills:** Public speaking – Counselling, listening, interview – Basic principles of Journalism – Group communication – Group discussion – Reporting – Basic principles for drafting business letters – Layouts – Circulars – Agenda – Minutes – Memo – Reports.

**Unit –III. Organizational communication:** Internal and External communication – Structural issues that affect communication – communication within basic organization structure – Advantages and Disadvantages of informal structure – The Grapevine communications between employees and Trade unions – communication to shareholders and investing public.

**Unit –IV. Communication for organizational effectiveness:** Sources and Effects of conflict in communication – Approaches to managing conflict communications – communication and Role conflict – Efficiency of organizational structure to reduce destructive effects of role conflict.

**Unit –V. Organization with government and Other Public:** Basic principles of public relations – Interaction with several public corporate image – Factors governing corporate image. Building and maintaining corporate image – Correspondence with insurance and banking companies.

#### **Learning Outcome:**

The new corporate role is demanding. In corporate one has to interact and compete. If properly not prepared, it is difficult to survive in the new competitive environment. This syllabus is made keeping in mind all such factors so that the students will get benefitted in their career, not only in getting job but also build confidence in facing the present stiff competition.

#### **Reference Books:**

1. Dalmar Fisher: Communication in Organizations Jaico Pub.
  2. Asha Kaul : Effective Business Communication.
  3. Jessmand Dows & William Ird : Functional Business Communication (TMH)
  4. Chappan and Reed : Business Communications.
  5. Laland Drown: Communication Facts & Ideas in Business.
  6. N.H. Arthereya : Written Communications and Results.
  7. Dennis Murphy: Communication in Business and Industry.
  8. Bill Scot : The Skills of Communication.
- R.C. Sharma & Krishna Mohan: Business Corresponding and Report Writing

## M. B. A. IV Semester

### SERVICES AND RELATIONSHIP MARKETING

Course Code: IV/137-1/DSE/A6

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks||

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#### Learning Objectives:

1. To acquaint students to uniqueness of services characteristics and its marketing implications
2. To analyze several facets in the area of services marketing essential for success of a service enterprise

#### **Unit I: Introduction to Service Marketing:**

Understanding Service, Nature of Service Marketing - significance, Classification of Services, Challenges of Service Marketing

**Unit II: Management of Services Marketing:** Services Marketing Mix, Strategic Issues in Services Marketing - Market Segmentation & Targeting; Individualized Service and Mass Customization, Differentiation and Positioning of Services; Developing and Maintaining Demand & Capacity, Delivering Quality Services

**Unit III: Service Marketing Practices:** Financial services; Hospitality: Travel, Hotels and Tourism; Health services

#### **Unit IV: Relationship Marketing- An Overview**

Paradigm Shift in Marketing, Fundamental Concepts in Relationship Marketing, Customer lifetime value: Customer life cycle – attracting – retaining and growing customers – lifetime customer value (LCV) - Customer equity – Recency-Frequency Monetary value (RFM) model. IT enabled RM: Emergence of CRM – database marketing – data warehousing and data mining- ethical issues – customer privacy

#### **Unit V: Sustaining Customer Relationships**

The role of service in building relationships, Customer retention, Customer loyalty, Strategies for reducing customer defections, Customer relationship Management

**Learning Outcomes:** After successful completion of this course, students will be able to:

1. Have a clarity about skills and talent required for service business
2. Develop confidence to handle unconventional challenges of services marketing

#### **Suggested Readings:**

1. Services Marketing – Vasanti Venugopal, Raghu V.N., Himalaya Publishing House
2. Services Marketing –S. Shajahan, Himalaya Publishing House, 2011
3. The CRM Handbook – Jill Dyche, Pearson Education, 2002
4. The Nuts & Bolts of CRM – Dhruv Nath, Tata McGraw-Hill Publishing Co.
5. Leading Through Relationship Marketing- Richard Batterley
6. Relationship Marketing Text and Cases- S.Shajahan, McGraw-Hill Co. 2009
7. Customer relationship Management – H.Peeru Mohamed, A.Sagadevan, Vikas Publishing House, 2010
9. The Ultimate CRM Handbook – John G. Freeland, Tata Mc Graw-Hill Edition, 2008
10. Services Marketing - Zeithaml & Others, Pearson Education. Servicing Marketing- S.M. Jha, Himalaya Publishing House.

## **M. B. A. IV Semester**

### **RETAIL MANAGEMENT**

**Course Code: IV/137-1/DSE/A7**

**|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks||**

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**Learning Objectives:** The purpose of this course is that the students should gain an understanding on Basics of Retailing, Functional aspects of Retailing, Current Trends in Retailing & Application of IT in Retailing

#### **Unit-I: Introduction to Retail Management**

Retailing, Meaning, Importance of Retailing, Functions of Retailers, Theories of Retail Development, Evolution of Retail in India, Retail Formats, Organized and Unorganized Retailing, Retailing Environment, Retailing in India, Recent Trends in Retailing, Problems and Challenges of Retailing, Non-Store Retailing, FDI in Retailing

#### **Unit-II: Retail Store Location, Store Layout and Design**

Types of Store locations, Factors for Choosing Store Location, Steps involved in choosing a Store Location, Trade Area Analysis, Layout Selection, Principles of Store Design, Importance of Store Design, Interior Store Design & Exterior Store Design

#### **Unit-III: Retail Merchandise Management and Retail Pricing**

Classification of Consumer Goods, Merchandise Procurement, Process of Merchandise Procurement, Merchandise Assortment Plan, Category Management, Retail Pricing, Factors Affecting Retail Pricing, Different Approaches of Retail Pricing

#### **Unit-IV: Retail Human Resource and Promotion Management**

Overview of Human Resource in Retail-Recruitment, Selection, Training, Motivation and Evaluation of Performance of Personnel, Need and Importance of Promotion Mix in Retailing, Retail Promotion Mix Strategies, Communication Mix, Visual Display

#### **Unit-V: Factors Affecting Retail management**

Factors affecting Customer Buying Behaviour, Customer Segmentation in Retailing, Licenses needed for Retailing in India, Retail Research, Customer Relationship Management in Retailing, Application of IT in retailing, Retailing through Internet, Recent trends in the field of Retailing Case Studies on the above Topics

#### **Learning Outcome:**

After end of this course the student is expected to explore huge opportunities available in the field of Retailing and appreciate serving retail markets at profit with help designing state of art products affordable to these markets, design the communication program,

choosing innovative media channels and distribution networks.

#### **Suggested Readings:**

1. Levy, Weitz and Pandit : Retailing Management:Tata McGraw Hills.
  2. Dr. Harjit Singh : Retail Managemen: S. Chand Publication
  3. Arif Sheikh & Fatima Kaneez : Retail Management: Himalaya Publication House
  4. Swapna Pradhan: Retail Management : Tata McGraw Hill, New Delhi
  5. Lamba: Art of Retailing: Tata McGraw Hill
  6. KVS Madaan : Fundamentals of Retailing:Tata McGraw Hill
  7. A Shiva Kumar: Retail Marketing: Excel Books
- Gipson G Vedamani: Retail Management. JAICO publishing house

## **M. B. A. IV Semester**

### **FINANCIAL SERVICES MANAGEMENT**

**Course Code: IV/137-1/DSE/B7**

**|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks||**

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#### **Learning Objectives:**

To focus on research, strategy and application specific to decision making in the highly competitive and rapidly growing services sector.

**Unit –I. Indian Financial System:** Organized and unorganized Capital and Money markets – Players and types of Financial Services – Funds based and fee based Financial Services.

**Unit –II. Merchant Banking:** Nature and Functions of Merchant Banker, Scope of Merchant Banking in India. Lease financing V/s Debt Financing (Problems).

**Unit –III. Mutual Funds:** Concept –types of funds, advantages, Factoring.

**Unit –IV. Venture Capital:** Nature Scope and Limitations.

**Unit –V. Credit Rating:** Concept of credit Rating – Types of credit rating, Credit rating Agencies in India.

#### **Learning Outcomes:**

Student should be able to explore cross functional opportunities that exists in financial services management. He should understand Financial system in India and various opportunities and strategies to tap these opportunities in financial services.

#### **Suggested Readings:**

1. M.Y. Khan; Financial Services, TATA Mc Graw Hill publishers, New Delhi.
  2. V.A. Avadhani ; Marketing, of Financial Services, Himalaya publishing House, Mumbai.
- Deodhar and Abhyankar: Indian Financial System, Himalaya Publishing House, Mumbai

## **M. B. A. IV Semester**

### **International Finance**

Course Code: IV/137- 1/DSE/B3

**|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks||**

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**Objective:** To give exposure to all aspects of international financial management and make the students well versed with various theories of exchange rate determination and exchange exposures.

**UNIT I –** Introduction to International Financial System Meaning of International Finance, Objectives of International Finance, Significance of International Finance, Components and Environment, Finance function in global context

**UNIT II –** Foreign Exchange Market Components, players & functions, Foreign Exchange rate, Fixed & Floating Exchange Rate system, Theories of Exchange rate determination, Exchange control Regulation and FEMA, Special Drawing rights-Uses, SDR allocation, Balance of payment, International Monetary fund

**UNIT III –** Financing International Trade Introduction, Modes of payment in International Trade, Methods of Trade financing, Export – Import Bank of India (EXIM)

**UNIT IV –** Foreign Exchange Exposures Types of Exchange Exposure, Transaction Exposure, Translation Exposure, Economic Exposure, Management of Exchange exposures, Hedging of Exchange exposures

**UNIT V –** Financial Management of the multinational firm Foreign direct investment, Cost of capital & capital structure of multinational firm, ADR's, GDR's, ECB's, Euro Money & Euro Bond, Short term & long term financial management in MNC

#### **Suggested Readings:**

- International Financial management – P.G. Apte -Tata McGraw Hill- 5th Edition
- International Financial management – A.K. Seth -Galgotia Publication- 4th Edition
- International Finance – Maurice Levi -Routledge Publication- 5th Edition
- International Financial management – V.A. Avadhani -Himalaya Publishing House-1st Edition
- International Financial management – H.R.Machiraju - Himalaya Publishing House-2nd Edition

**Outcome:** Student will come to know about variation in business performance due to international financial transaction