



॥ सा विद्या या विमुक्तये ॥

स्वामी रामानंद तीर्थ मराठवाडा विद्यापीठ, नांदेड

‘ज्ञानतीर्थ’, विष्णुपुरी, नांदेड - ४३१ ६०६ (महाराष्ट्र राज्य) भारत

SWAMI RAMANAND TEERTH MARATHWADA UNIVERSITY, NANDED

‘Dnyanteerth’, Vishnupuri, Nanded - 431 606 (Maharashtra State) INDIA

Established on 17th September, 1994, Recognized By the UGC U/s 2(f) and 12(B), NAAC Re-accredited with 'B++' grade

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वाणिज्य व व्यवस्थापनशास्त्र संकुल विद्यापीठ परिसर, उपकेंद्र लातूर, व संलग्नित महाविद्यालयात चालणारा एम. बी. ए. प्रथम वर्षाचा (समान अभ्यासक्रम) व द्वितीय वर्षाचा अभ्यासक्रम शैक्षणिक वर्ष २०२२-२३ पासून लागू करण्याबाबत.

प रि प त्र क

या परिपत्रकान्वये सर्व संबंधितांना कळविण्यात येते की, दिनांक २८.०४.२०२२ रोजीच्या वाणिज्य व व्यवस्थापन विद्याशाखेच्या बैठकीतील शिफारसी प्रमाणे व दिनांक २५ जुन २०२२ रोजी संपन्न झालेल्या ५४ व्या मा. विद्या परिषद बैठकीतील विषय क्र. १२/५४-२०२२ च्या ठरावानुसार वाणिज्य व व्यवस्थापन विद्याशाखेतील खालील प्रमाणे अभ्यासक्रम शैक्षणिक वर्ष २०२२-२३ पासून लागू करण्यास मान्यता देण्यात येत आहे.

- 1) M.B.A. – I year (I & II Sem.)-University Campus, Sub-Campus Latur & Affiliated College.
- 2) M.B.A. - II year (III & IV Sem.) Sub-Campus Latur.
- 3) M.B.A. – II year (III & IV Sem.) University Campus, and Affiliated Colleges

सदरील परिपत्रक व अभ्यासक्रम प्रस्तुत विद्यापीठाच्या www.srtmun.ac.in या संकेतस्थळावर उपलब्ध आहेत. तरी सदरील बाब ही सर्व संबंधितांच्या निदर्शनास आणून द्यावी ही, विनंती.

‘ज्ञानतीर्थ’ परिसर,
विष्णुपुरी, नांदेड - ४३१ ६०६.
जा.क्र.: शैक्षणिक-०१/परिपत्रक/एमबीए/
अभ्यासक्रम/२०२२-२३/४२७
दिनांक : १३.०७.२०२२.



स्वाक्षरित / -
सहा.कुलसचिव
शैक्षणिक(१-अभ्यासमंडळ विभाग)

प्रत माहिती व पुढील कार्यवाहीस्तव :

- १) मा. अधिष्ठाता, वाणिज्य व व्यवस्थापन विद्याशाखा, प्रस्तुत विद्यापीठ.
- २) मा. सहयोगी अधिष्ठाता, वाणिज्य व व्यवस्थापन विद्याशाखा, प्रस्तुत विद्यापीठ.
- ३) मा. संचालक, परीक्षा व मूल्यमापन मंडळ, प्रस्तुत विद्यापीठ.
- ४) अधिष्ठाता, वाणिज्य व व्यवस्थापनशास्त्र परीक्षा विभाग प्रस्तुत विद्यापीठ.
- ५) मा. प्राचार्य, सर्व संबंधित महाविद्यालये, प्रस्तुत विद्यापीठ.
- ६) मा. संचालक, वाणिज्य व व्यवस्थापनशास्त्र संकुले, विद्यापीठ परिसर, उपपरिसर लातूर प्रस्तुत विद्यापीठ.
- ७) सिस्टम एक्सपर्ट, शैक्षणिक विभाग, प्रस्तुत विद्यापीठ यांना देवून कळविण्यात येते की, सदरील परिपत्रक विद्यापीठाच्या संकेत स्थळावर प्रकाशित करावे.



**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 2022-2023)

(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.

(C) 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) &

Q 6 will be based on case study or numerical problem.

All questions carry 10 marks each.

□ 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)

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 should 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.

7. Major and Minor Elective (specialization)

The school offers following choices of Electives (specialization)

- a. Marketing Management.
- b. Financial Management.
- c. Human Resource Management.
- d. Banking and Insurance
- e. Hospital Management
- f. Tourism and Hospitality Management
- g. Operations Management

A candidate shall have the choice of selecting major and minor specialization. Third semester is dedicated for major specialization whereas student can opt 2 courses as major and 2 courses as minor specialization of their choice in the IV semester. Minor specialization courses from IV semester shall be last two courses of each specialization in the IV semester. The decision of Director will be final and binding regarding running of specializations based on the expression of interest by students and available faculty resources. The student may select major and minor courses from same or different specialization, for example: student with major specialization as marketing may opt for marketing or any other specialization.

A candidate can choose one Elective (specialization) as Major Elective from the above group of the Electives as per his/her choice. As far as electives are concerned, candidate can opt Elective (specialization) as Major (Marketing, Finance, HRM or etc.) + Minor (Marketing, Finance, HRM or etc.) in the same or different Elective (specialization). A basic competency test may be conducted for finalization of Elective or specialization subjects, decision shall be finalized by the Director of the School.

Tally course from M.Com third semester to M. B. A third semester is considered as credit transfer from M. Com. offered by this school as a part of intra-school credit transfer.

PROGRAM STRUCTURE AND WORKLOAD
MBA Syllabus w. e. f. JUNE 2021-22 (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. Management Information System 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
	Electives Total	16	16	200	200	400

FUNCTIONAL ELECTIVES I (MARKETING) GROUP A						
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	Consumer Behavior and Marketing Research	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
	Electives Total	12	12	150	150	300

FUNCTIONAL ELECTIVES II (FINANCE) GROUP B						
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/B1	Investment Management	4	4	50	50	100
III/137-1/DSE/B2	Strategic Financial Management	4	4	50	50	100
III/137-1/DSE/B3	International Financial Management	4	4	50	50	100
	Electives Total	12	12	150	150	300

FUNCTIONAL ELECTIVES III (HRM) GROUP C						
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/C1	Training and Development	4	4	50	50	100
III/137-1/DSE/C2	Leadership Skills and Change Management	4	4	50	50	100
III/137-1/DSE/C3	Employment Laws	4	4	50	50	100
	Electives Total	12	12	150	150	300

FUNCTIONAL ELECTIVES IV (BANKING AND INSURANCE) GROUP D						
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/D1	Banking Reforms	4	4	50	50	100
III/137-1/DSE/D2	Legal Framework of Banking	4	4	50	50	100
III/137-1/DSE/D3	Banking Operations	4	4	50	50	100
	Electives Total	12	12	150	150	300

FUNCTIONAL ELECTIVES V (HOSPITAL MANAGEMENT) GROUP E						
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/E1	Management of Quality in Hospitals	4	4	50	50	100
III/137-1/DSE/E2	Human Resource Management in Hospitals	4	4	50	50	100
III/137-1/DSE/E3	Customer Relationship Management	4	4	50	50	100
	Electives Total	12	12	150	150	300

FUNCTIONAL ELECTIVES VI (TOURISM AND HOSPITALITY MANAGEMENT) GROUP F						
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/F1	Tourism Marketing	4	4	50	50	100
III/137-1/DSE/F2	Tourism: Planning and Development	4	4	50	50	100
III/137-1/DSE/F3	Hospitality Management	4	4	50	50	100
	Electives Total	12	12	150	150	300

FUNCTIONAL ELECTIVES VII (OPERATIONS MANAGEMENT) GROUP G						
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/G1	Management of Manufacturing Systems	4	4	50	50	100
III/137-1/DSE/G2	Stores and Inventory Management	4	4	50	50	100
III/137-1/DSE/G3	Supply Chain Management	4	4	50	50	100
	Electives Total	12	12	150	150	300
GRAND TOTAL		28	28	350	350	700

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

COMPULSORY SUBJECTS						
Numerical Code	Subject/Title of the Course	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
IV/1371/SEC-7A IV/1371/SEC-7B	(Select Any one) A. Disaster Management B. Corporate Governance and Business Ethics	4	4	50	50	100
IV/137-1/SEC-8A III/137-1/SEC-8B III/137-1/SEC-8C	(Select Any one) A. Managerial Communication B. Open elective (Interschool) C. MOOCs/NPTEL/SW AYAM	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 – I (MARKETING MANAGEMENT) GROUP A						
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/A4	Product and Brand Management	4	4	50	50	100
IV/137-1/DSE/A5	Industrial Marketing	4	4	50	50	100
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
Electives Total		16	16	200	200	400

FUNCTIONAL ELECTIVES – II (FINANCIAL MANAGEMENT) GROUP 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/DSE/B4	Business Taxation	4	4	50	50	100
IV/137-1/DSE/B5	Behavioral Finance	4	4	50	50	100
IV/137-1/DSE/B6	Personal Financial Planning	4	4	50	50	100
IV/137-1/DSE/B7	Financial Services Management	4	4	50	50	100
Electives Total		16	16	200	200	400

FUNCTIONAL ELECTIVES – III (HUMAN RESOURCE MANAGEMENT) GROUP C						
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/C4	Understanding Self	4	4	50	50	100
IV/137-	Managing Diversity at	4	4	50	50	100

1/DSE/C5	Workplace					
IV/137-1/DSE/C6	Compensation Management	4	4	50	50	100
IV/137-1/DSE/C7	Strategic Human Resource Management	4	4	50	50	100
	Electives Total	16	16	200	200	400

FUNCTIONAL ELECTIVES – IV(BANKING AND INSURANCE) GROUP D						
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/D4	Insurance and Risk Management	4	4	50	50	100
IV/137-1/DSE/D5	Human Capital in Bank Management	4	4	50	50	100
IV/137-1/DSE/D6	Bank Marketing	4	4	50	50	100
IV/137-1/DSE/D7	Recent Trends in Banking	4	4	50	50	100
	Electives Total	16	16	200	200	400

FUNCTIONAL ELECTIVES – V (HOSPITAL MANAGEMENT) GROUP E						
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/E4	Financial Management for Hospitals	4	4	50	50	100
IV/137-1/DSE/E5	Marketing of Hospital Services	4	4	50	50	100
IV/137-1/DSE/E6	Organization and Management of Hospitals	4	4	50	50	100
IV/137-1/DSE/E7	Medical and Legal Terminologies	4	4	50	50	100
	Electives Total	16	16	200	200	400

FUNCTIONAL ELECTIVES VI (TOURISM AND HOSPITALITY MANAGEMENT) GROUP F						
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/F4	Tourism Products of India	4	4	50	50	100
IV/137-1/DSE/F5	Event Management	4	4	50	50	100
IV/137-1/DSE/F6	Travel Agency and Tour Operations	4	4	50	50	100
IV/137-1/DSE/F7	Tourism Ecosystem	4	4	50	50	100
	Electives Total	16	16	200	200	400

FUNCTIONAL ELECTIVES – VII (OPERATIONS) GROUP G						
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/G4	Sourcing Management	4	4	50	50	100
IV/137-1/DSE/G5	Advanced Operations Research	4	4	50	50	100
IV/137-1/DSE/G6	Total Quality Management	4	4	50	50	100
IV/137-1/DSE/G7	Recent Trends in Operations Management	4	4	50	50	100
	Electives Total	16	16	200	200	400
	GRAND TOTAL	112	112	1400	1400	2800

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
Total	112

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
Total	1400	1400	2800

Types of courses in MBA curriculum

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

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 ||

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, ebooks etc.....

M. B. A. III Semester
PRODUCTIVITY AND QUALITY MANAGEMENT
III/137-1/SEC-4B

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

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 trilogy – 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. 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 ||

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
2. Identify themselves with entrepreneurial personality and strive for imbibing entrepreneurial spirit and for developing enterprising personality
3. 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
III/137-1/SEC-5A

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

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 Topics.

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
MANAGEMENT INFORMATION SYSTEM
III/137-1/SEC-5B

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

Learning Objective: To develop an understanding of the structure and role of management information systems in Business

Unit 1 - *Information Technology for Managers

Introduction to Computers -

Hardware, Software, System Software, Application Software & Packages; Fundamentals of Operating System; Telecommunication and Networks - Types and Topologies of Networks
Introduction to DBMS; Internet, Web Browsers, Introduction to Three Tier Architecture, HTML

Unit 2 - Information

Definition and Difference between Data and Information, Relevance of Information to Decision; Making, Source and Types of Information, Quality of Information, Relevance of Information in MIS, Assessing Information Needs of the Organization, Trends in Information Technology, Data-Communication Concepts, Centralized and Decentralized Processing. Multimedia Approach to Information Processing, Decision of Appropriate Information Technology for Proper MIS

Unit 3 - Management Information Systems

Need, Purpose, Objective and role of MIS in organization, Concept and Design, Meaning and Role of MIS with respect to management levels, MIS growth and development, Decision Making Concept- Models of Decision Making -Classical, Administrative and Herbert Simon's Models

Unit 4 - Decision Support Systems –

Executive Information Systems, Executive Support Systems, Expert Systems, Artificial Intelligence, Knowledge Based Expert Systems

Unit 5 E-Commerce and E-Business

Traditional Commerce Vs E-Commerce, Advantages, E- Business Model, Applications of E-Commerce and E- Business

*Practical sessions will be conducted in the computer Lab for acquiring skills on Unit 1 including HTML Programmes

Learning Outcome:

Student should gain an understanding and awareness and knowledge of contemporary issues and approaches to management information system and leading them to understand and approach a managerial issue related to information systems

Suggested Readings:-

1. Laudon and Laudon , Management Information Systems, 7th Edition, Pearson Education Asia
2. Jawadekar, Management Information Systems, Tata McGraw Hill
3. Turban and Aronson, Decision Support Systems and Intelligent Systems, Pearson Education Asia
4. MS-7 Information Systems for Managers (I & II)- Study material, Distance Education Programmeme, IGNOU, Delhi & SRTMU Nanded
5. Jayant Oke, Management Information Systems

M. B. A. III Semester
OPERATIONS RESEARCH
III/137-1/SEC-6A

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

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 decisions.

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.

MBA III SEMESTER
PROJECT MANAGEMENT
III/137-1/SEC-6B

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

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.

MBA III SEMESTER
Digital Marketing
III/137-1/SEC-6C

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

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 Data. Springer, ISBN 3-540-37881-2
2. Levene, Mark (2005). An Introduction to Search Engines and Web Navigation. Pearson.
3. Hock, Randolph (2007). The Extreme Searcher's Handbook. ISBN 978-0-910965-76-7
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
III/137-1/SEC-6D

|| **University Examination 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 Elizabeth B, P, Personality Development, Tata Mcgraw Hill, New Delhi

M. B. A. III Semester
Functional Electives I (Marketing) Group A
CONSUMER BEHAVIOR AND MARKETING RESEARCH
Course Code III/137-1/DSE/A1

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

Learning Objectives:

1. To provide understanding among students about buyer behavior in a holistic manner, to analyze consumer behavior and apply that knowledge in designing marketing strategies and in enhancing effectiveness of marketing programs.
2. To make students aware about nature and significance of marketing research and enable them to apply relevant and appropriate techniques of marketing research in an effective manner

Unit I: Consumer Behaviour: An Introduction

Consumer Behavior- The definition and scope, Need & Significance, Framework, Theories, Models, The Consumer's Decision Making Process: Consumer Influence & the Diffusion of Innovations, Consumer Decision Making and Beyond

Unit II. The Consumer as an Individual:

Consumer Motivation, Personality & Consumer Behaviour, Consumer Perception, Consumer Learning, Consumer Attitude Formation & Change, Communication & Consumer Behaviour

Unit III. Environmental Influences on Consumer Behaviour:

Reference Groups & Family Influences, Social Class & Consumer Behaviour, Influence of Culture on Consumer Behaviour

Unit IV. Marketing Research: An Introduction

Basic Concepts, Nature and Scope, Marketing research process; Careers in Marketing Research

Unit V Data Availability and Data Collection: Procedures, Questionnaire Design, Scaling Techniques, Sampling Design and Procedures, Data Processing and Analysis, Report Preparation and Presentation

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

1. Realize challenges in creating customers and understanding their behavior; understand significance of conducting marketing research and execute process of marketing research as and when required
2. Be fully conversant with various career opportunities in marketing research as well as consumer behavior; explore their own skill sets and personality traits, and be prepared for chosen job profiles and designations

Suggested Readings:

1. Consumer Behavior – Suja Nair
2. Consumer Behavior An Indian Perspective –P.K. Agrawal, Kumar, Pragati Prakashan
3. Consumer Behavior – David L. Loudon, Albert J.Della Bitta, Tata McGraw-Hill
4. Consumer Behaviour – Leon Schiffman, Leslie Lazar Kanuk, Pearson Education
5. Marketing Research An Applied Orientation – Naresh K. Malhotra, Pearson
6. Marketing Research – Rajendra Nargundkar, Tata McGraw Hill
7. Marketing Research Applications & Case Studies- Ramanuj Majumdar, New Age
8. Marketing Research – G. C. Beri – Tata McGraw-Hill
9. Marketing Research – Aaker, Kumar, Day – John Wiley & Sons
10. Business research methods – Cooper – Tata McGraw-Hill

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**||

Learning Objective: To provide an insight in the area of Advertising, sales and distribution management for developing career 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 overall marketing success of the firm.

Reference Books:

1. Dr.S.Gupta “Sales & Distribution Management” 2010, Excel Books, 2nd Ed.
2. K.k.Hawaladar and others- sales and Distribution Management, TATA McGraw hill Co.
3. S.A.Chunawala- Advertising, Sales and Promotion Management. Himalaya Publishing House
4. K.K.Hawaladar and V.M. Cavale “Sales and Distribution Management” 2009 Tata McGraw Hills.
5. Dr.B.Narayan- Advertising Management. A. P. H. Publishing Corporation Darya Ganj, New Delhi.
6. G.R.Basotia.N.K.Sharma. Mangaldeep Publication Jaipur.
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M. B. A. III Semester
Functional Electives I (Marketing) Group A
RURAL MARKETING
III/137-1/DSE/A3

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

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, Pradeep Kashyap and Siddhartha Raut, Biztantra
7. Rural Marketing - C G Krishnamacharyulu, Lalitha Ramakrishnan - Pearson Education
8. Balaram Dogra & Karminder Ghuman, RURAL MARKETING: CONCEPT & CASES, Tata McGraw-Hill

M. B. A. III Semester
Functional Electives II (Finance) Group B
INVESTMENT MANAGEMENT

Course Code: III/137-1/DSE/B1

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

Learning Objectives:

To enable the candidates to understand the securities market, to develop the analytical skills to evaluate the securities on the basis of risk and returns and to construct, evaluate and manage the portfolios.

Unit - I Investment Management - An Introduction

Introduction, what is Investment? Financial and Economic Meaning of Investment, Investment and Speculation, Investment and Gambling, Investment and Arbitrage, Real and Financial Assets, Why is Investment Important? Factors Favorable for Investment, Investment Media, Features of an Investment Program, The Investment Process, Financial institutions and markets in India, Background of the Financial System, Financial System, Structure of the Financial Markets, Important Stock Markets in India, Financial Institutions.

Unit - II Securities Analysis: Objectives of Securities Analysis - Fundamental analysis: Economy, Industry and Company Analysis - Technical Analysis: Dow Theory- Efficient market theory.

Unit - III Valuation of Securities: Valuation of Equity Shares and Preference Shares, Valuation of Debt Securities - Risks in Investments, Problems and Cases on valuation of common stocks and debt securities in different situation and Bond Yields - concept and problems - Equity research in India.

Unit - IV Technical Analysis: Efficient Market Hypothesis -Technical Analysis: Meaning- Technical Analysis, Market/Technical Indicators, Charting Techniques -Elliot Wave Theory.

Unit - V Portfolio Theory: Traditional Theory of Portfolio Management, Efficient Market Theory, Modern theory of Portfolio Management, Markowitz Risk Return Optimization, CAPM, Sharpe Portfolio Optimization - Portfolio Selection, Diversification - Efficient Frontier, Capital Market line (Problems & Cases). Portfolio Performance Evaluation: Concept, objectives, Sharpe's Gtreyon and Jensen's Portfolio Performance measures - Portfolio revision: Constraints, Formula Plans (Problems and cases).

Learning Outcome: After successfully completing the course, students will develop knowledge, skill and expertise regarding the investment in share market and they will be to evaluate the risk and return in different portfolios.

Reference Books:

1. Security Analysis and Portfolio Management: V.A. Avadhani, Himalaya Publication House
2. Security Analysis and Portfolio Management: Fischer and Jordan Pearson Education
3. Security Analysis and Portfolio Management: Punithavathy Pandian, Vikas Publication
4. Investment Management: Preeti Singh, Himalaya Publication House
5. Investment Management: V.A. Avadhani, Himalaya Publication House

M. B. A. III Semester
Functional Electives II (Finance) Group B
STRATEGIC FINANCIAL MANAGEMENT
Course Code: III/137-1/DSE/B2

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

Learning Objectives:. The objective of the course is to make candidate aware of the strategic decisions to be undertaken to familiarize with finance function.

Unit-I: : Introduction Strategic Financial Management Conceptual Framework – 9S Model for Strategic Financial Management- Right Issue- Initial Public Offer- Private Placement.

Unit-II: Capital Structure Planning Estimating Financial Plans relating to Capital Structure – EBIT-EPS Analysis – Levered Beta – Unlevered Beta (Problems).

Unit-III Corporate Acquisitions Types of Acquisitions – Mergers – Reasons– Exchange Ratio –Takeovers (Problems).

Unit-IV Corporate Valuation Concept – Financial Flows – Computation of the Value of the Firm DCF approach, two stage and three stage growth models.

Unit-V Corporate Restructuring and Reengineering Changing Ownership – Spin-off – Split-off – Leveraged Buyout – Financial Restructuring – Buy Back of Shares – Benchmarking Practices .

Learning Outcome: After studying this course, students will be able to develop strategic decisions in the field of finance of organization.

Reference Books:

1. Prasanna Chandra – Financial Management, Tata McGrawhill Book Co. Ltd. 4th Edn.
2. Aswath Damodaran – Corporate Finance Wiley India 2nd Edn.
3. Shridan Titman, John DMartin, V. Ravi Anushuman – Valuation Analyzing Global Opportunities, Pearson Education 1st Edn.
4. J. Fred Weston, Kwang SC Hung, Susan E. Hoag Mergers – Restructuring and Corporate Control, Prentice Hall, India, 2007.
5. Glen Arnold, Mohan Kumar – Corporate Financial Management, 3rd Edn. Pearson Education.

M. B. A. III Semester
Functional Electives II (Finance) Group B
INTERNATIONAL FINANCIAL MANAGEMENT
Course Code: III/137-1/DSE/B3

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

Learning Objectives: The objective of learning this course is to enable the candidates to understand the international finance, currency convertibility and foreign exchange market.

Unit – I International Financial System

Meaning, scope and significance of International Finance - International Financial System: Components and environment. Finance function in global context - International Monetary System: fixed and floating systems - Balance of Payments (BOP). International Financial Institutions: World Bank, IMF, ADB.

Unit – II Foreign Exchange Market

Players and components, functions - Foreign Exchange Rates: Determination, Spot, Forward and Cross Rates. Foreign Direct Investment - growth, advantages and disadvantages- Foreign Exchange Management Act (FEMA) – Recent development (Problems).

Unit – III Management of Foreign Exchange Risk

Meaning and types of risk – Management of Translation, Transaction, and economic exposure - Tools, Techniques and Hedging strategies for foreign exchange risk management (Problems and cases).

Unit – IV International Monetary System:

Derivatives, Forwards, Swaps, futures and options, European Monetary markets, Asian Currency Markets, GDRs, ADRs, Blocked Accounts, (problems).

Unit – V Financial Management of Multinational Firm:

International Capital Budgeting Decisions – Multinational Cash Management- International Tax Environment.

Learning Outcome: After successfully completing the course, students will develop understanding of the international finance, currency convertibility and foreign exchange market.

Reference Books:

1. International Financial Management – Sharan, TMH
2. International Financial Management – Madhuvij – Excel Books
3. International Financial Management – Apte – TMH
4. International Financial Management – Siddaiah – Pearson
5. International Financial Management – V.A. Avadhani – HPH
6. International Finance – A case Book – Desai – Wiley
7. International Finance – O’ Brien – Oxford

M. B. A. III Semester
Functional Electives III: (Human Resource Management) Group C
TRAINING AND DEVELOPMENT

Course Code: III/137- 1/DSE/C1

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

Learning Objective:

The purpose of this course is to provide an in-depth understanding of the role of training in the HRD. This course also deals with the process of training and developing people in organizations. It covers a variety of approaches to instruction and learning and contrasts these with their practical application. It also includes the study of core functions of human resource development and the development of an understanding of workplace competency standards. You will learn to design and conduct needs analyses and to plan, implement and evaluate training programs. You will also learn training techniques and the skills required to deliver a training program.

UNIT – I: Introduction to Training: Definition, Scope, Objectives, Difference between Training & Development, Analysis of Training Need- Organizational Analysis and Operational Analysis, Training Design.

UNIT – II: Training Process: Methods of training-On-and Off-the-Job training, Techniques and Aids of training, Developing Groups and Climate, Training Approaches, Implementation of Training, Trainers Skills and Styles.

UNIT – III: Learning: Concept, Principles of learning, Learning Principles, condition of Learning, Hierarchy of Learning, Learning Cycle, Learning Curve, Adult learning, Human learning and Memory, Electronic Learning, Theories of Motivation.

UNIT – IV: Training Evaluation: Validation and Evaluation of training-Types of Evaluation Instruments, Types of Evaluation Techniques, Dimensions of training evaluation, Models of training evaluation, cost-benefit Analysis, Training Audit.

UNIT – V: Recent trends in Training and Development: New Area of Training and development- innovation in training, Computer based training, Grid training, SSL technology, Modular programme, walkabout, out Bound training Programme, self-efficacy Programme, Neuro linguistic programme.

Learning Outcomes:

On successful completion of the course, students will be able to:

1. Identify skills which are transferable from teaching to training.
2. Identify and describe learning styles.
3. Relate learning styles to activity types and tasks.
4. Define motivation and relate it to training contexts.
5. Relate teacher levels of experience to issues and challenges in delivering.
6. Training analyses problems and provide solutions to enable effective
7. presentation of Input and activities provide constructive feedback to
8. trainees.
9. Evaluate training materials for trainees of different experiential levels.
10. Establish a checklist of evaluation criteria.
11. Express valid, measurable learning outcomes.
12. Deliver a teacher training activity to peers.

Books Recommended:

1. B Janakiram, Training & Development, biztantra New Delhi
2. P L Rao, Training and Development, Excel Book New Delhi.
3. R. Krishnaveni Human Resource Development a Researcher's perspective Excel Books- 2009
4. Raymond A Noe, Employee Training and Development, Tata McGraw Hill, New Delhi.
5. Rolf P Lynton, Training for Development, Vistaar publications (SAGE), Delhi
6. Sage Publication, New Delhi
7. T.V. Rao Future of HRD, Macmillan India Ltd.
8. T.V. Rao Human Resources Development-Experiences- Interventions Strategies.

M. B. A. III Semester
Functional Electives III: (Human Resource Management) Group C
LEADERSHIP SKILLS AND CHANGE MANAGEMENT
Course Code: III/137- 1/DSE/C2

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

Learning Objectives: To give students a sound knowledge regarding the role and concepts of organizational change and how management, and in particular the role of leadership in bringing about successful organizational change.

Unit I: Introduction:- Meaning of Leader & Leadership: Evolution of leadership theories, attributes of leadership, Leadership styles. Role of leadership, characteristics of leader.

Unit II: Leadership skills and tactics: Persuasion skills, Motivational skills, Conflict resolution skills, and leadership tactics.

Unit III: Understanding Change: Evolution of an organisation change, the creativity stage, the stage of Direction-setting. The stage of Decentralization; The stage of coordination; the stage of collaboration; Classification of change: Dramatic change, systematic change, organic change; mode of change: Revolution; Reform; Rejuvenation.

Unit IV: Implementation change: Transforming an organisation: Establishing a sense of Urgency; Creating a Guiding Coalition; Developing a vision and strategy for change; communication the change vision.

Unit V: Change agents: CEOs as change agents: Middle level managers as change agent: HR personnel as change agents; Traditional role in new circumstances; consultants as Change agents

Learning Outcomes:

1. Conceptualise how change occurs in organisations, & factors involved in organisations that can foster and resist change.
2. Identify the key role of leadership in the effectiveness of the change process.
3. Develop skills to be more effective members of teams, and acquire skills in the management of such teams to communicate more effectively.

Books Recommended:

1. David M. Herold, Donald B. Feder – Change the way you Lead Change: Leadership Strategies that really work.
2. Gerard J. Puccio, Mary Murdock, Marie Mance – Creative leadership: skills that drive change.
3. John P. Kotter – Leading change making sense of change management – Esther Cameron, Mike Green.
4. Leadership Skill & Change management. – IFCAI University press

M. B. A. III Semester
Functional Electives III: (Human Resource Management) Group C
EMPLOYMENT LAWS
Course Code: III/137- 1/DSE/C3

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

Learning Objectives: The purpose of this course is that the students should gain an understanding on the Basic Concept Management of industrial relations & Employment laws. They should be able to deal with the practical problems related to Employment laws in the Indian Legal Scenario.

Unit I. Industrial Relations: Basic concept & Philosophy of Industrial Relations – Historical background – Evolution & growth of Industrial Relations in India – Structure & framework of Industrial Relations, Collective Bargaining, Trade unions and its types, Trade Unions Act, 1926: Objectives of the act, definitions, coverage, registration & recognition of Trade Unions,

Unit II. Industrial Employment (Standing Orders) Act, 1946: Various issues pertaining to employment standing orders. Industrial Disputes Act, 1947: Machinery available for settling for grievance handling, penalty, strike lockout, layoff, retrenchment etc.

Unit III Factories Act, 1948: Definition, scope and provisions of the act, Safety, Health Welfare Provisions, Offences and Fines related to the Act, Payment of Wages Act, 1936: Definition, scope and provision of the act. Minimum Wages Act, 1948: Definition, scope and provision of the act, Maharashtra Shops and Establishments (Regulation of Employment and Condition of Service) Act 2017 Definitions, scope and provisions of the act.

Unit IV Employees Provident Funds (and Misc. Provisions) Act, 1952: Definition, scope and provisions of the act, Workman's Compensation Act, 1923: Objective of the Act Definitions, Dependent Employer, Wages, Workmen, Workmen's Compensation (Employer's Liability for compensation, amount of compensation, Procedure for compensation),

Unit V Employee's State Insurance Act, 1948: Contributions, administrative arrangements, Benefits (Sickness Benefit, Maternity Benefit, Disablement Benefit, Dependents Benefit, medical Benefit, Funeral Benefit, Prescribed Specification for Entitlement Administration of Disablement Benefit), Provision of Medical Treatment by State Government, Penalties. Maternity Benefit (Amendment) Act, 2017, Child Labor (Prohibition and Regulation) Act, 1986

Case and Problems on above topic

Learning Outcomes: The Students will be able to deal with the practical problems related to Employment laws in the Indian Legal Scenario.

Suggested Readings:

1. Labour & Employment Law in India - Manishi Pathak & Puneet Arora
2. Human resource Management & Human relations – V.P. Michael.
3. Textbook on Labour & Industrial Law - Dr. H.K. Saharay
4. Industrial Relations – Monappa.
5. Dynamics of Industrial Relations in India – C.B. Memoria & Memoria.

MBA III Semester
Functional Electives IV: (Banking and Insurance) Group D
BANKING REFORMS
Course code III/137-1/DSE/D1

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

Learning objectives: To study the Overview of Banking Reforms, Banking Regulatory framework, Banking Regulatory framework and General Principles of Secured Advances.

Unit I: Overview of Banking Reforms: Evolution of Indian Banking Industry in India, Reformatory Phases of Banking in India, Narasimhan Committee Report, Review of Banking Reforms.

Unit II: Banking Regulatory framework 1:- An Overview of RBI Act, 1934 And Banking Regulation Act, 1949 – Opening of New Banks and Branch Licensing – Constitution of Banks, Board of Directors and their Rights, CRR and SLR,

Unit III: Banking Regulatory framework II: RBI as a Controller of Foreign Exchange – RBI as Banker to the Government– RBI as Lender of the Last Resort – Monetary and Credit Policy & its objectives, Audit & Inspections, Supervision & Control and winding up.

Unit IV: IT Application in Banking Sector :- Principles of Lending– IT Application in Banking – Automated Clearing Systems – Electronic Fund Management – Real Time Gross Settlement (RTGS) – National Electronic Funds Transfer (NEFT) – Automated Teller Machines (ATM) – Electronic Commerce and Banking – International Payment Systems.

Unit V: Securities of Bank loans: – General Principles of Secured Advances – Various Kinds of Securities: – Land/Real Estate – Stocks and Shares – Debentures – Goods – Life Policies – Book Debts – Fixed Deposit – Supply Bills – Charge Over Securities: – Pledge – Hypothecation – Lien: –Assignment, – Mortgage.

Learning outcomes:

- 1) *Students are more learn about Growth of Banking in India & Review of Banking Reforms.*
- 2) *Detailed knowledge about An Overview of RBI Act, 1934 And Banking Regulation Act, 1949.*
- 3) *Understanding the Banking Regulatory framework, Principles of Lending & IT Application used in the banking sector,*
- 4) *Focus on the Securities of Bank loans and Advances & Various Kinds of Securities of Bank Loans.*

Suggested Readings:

1. *M.L.Tannan, revised by : Banking Law and Practice, Wadhwa & Company, Nagpur*
C.R. Datta & S.K. Kataria
2. *A.B. Srivastava and : Seth's Banking Law, Law Publisher's India (P) Limited K. Elumalai*
3. *R.K. Gupta : BANKING Law and Practice in 3 Vols. Modern Law Publications.*
4. *Prof. Clifford Gomez : Banking and Finance - Theory, Law and Practice, PHI Learning Private Limited*
5. *J.M. Holden : The Law and Practice of Banking, Universal Law Publishing.*

M.B.A. III Semester
Functional Electives IV: (Banking and Insurance) Group D
LEGAL FRAMEWORK OF BANKING
Course Code: III/137- 1/DSE/D2

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

Learning Objectives: To study the Banking Regulation, Laws related to Banking Operations, Control over Organization of Banks, Banking Business Regulations and different act of Banking.

Unit I: Banking Regulation: Business of Banking, Constitution of Banks, RBI Guidelines, Role of RBI, RBI, Act, 1934, Banking Regulation Act, 1949, Control over Cooperative Banks.

Unit II: Control over Organization of Banks: Licensing of banking companies, Branch Licensing, Paid up capital and Reserves, Shareholding in Banking Companies, Board of Director, Chairman of banking company, Control over Management, Corporate Governance.

Unit III: Banking Business Regulations: Power of RBI to issue Directions, Acceptance of Deposit, Nominations, Regulation of Interest rate, Regulation of payment system, Internet banking guidelines, Regulation of Money market instruments, Banking Ombudsman, Reserve Funds, Maintenance of CRR and SLR.

Unit IV: Laws Related to Banking Operations : The consumer protection, Act 1986; Preamble, Extent & Definition, Consumer Protection Councils, Consumer Disputes, Redresses Agencies: Objectives, Negotiable Instrument Act, 1881; Applicability, Definition, Important Provisions, Bank Ombudsmen Schemes; Purpose,

Unit V: Procedure of Acts : Definitions, Procedure for Redresser Grievances The Right to Information Act, 2005; The Prevention of Money Laundering Act, 2002; Obligation, Record to be Maintained, Procedure for maintaining & furnishing Information, Information Technology Act, 2000; Definitions, Electronic Governance, Digital Signature Certificate.

Learning outcomes:

1. Create the awareness about Banking Regulation Act. 1949 & Control over Organization of Banks in India.
2. Students can understand different operation of Banking such as Banking Business Regulations & laws.
3. Focus on the Right to Information Act, 2005, the Prevention of Money Laundering Act, 2002, Information Technology Act, 2000.

Suggested Readings:

1. Banking Law and Practice- M.L. Tannan, Revised by C.R. Datta & S.K. Kataria: Wadhwa & Company Nagpur.
2. Banking Law and Practice- P.K. Gupta: in 3 Vols. Modern Law Publications.
3. The Law and Practice of Banking, -Universal Law Publishing: J.M. Holden
4. Banking and Finance- Theory, Law and Practice, PHI Learning Private Ltd

M.B.A. III Semester
Functional Electives IV: (Banking and Insurance) Group D
BANKING OPERATIONS
Course code: III/137-1/DSE/D3

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

Learning Objectives:

- The objective of this course is to bring awareness of banking operations among the students.
- To understand traditional and modern banking operation in India.

Unit I

Indian financial System, Banking System in India, RBI – role, functions, monetary policy and credit control, commercial banking in India, Regulatory Environment for commercial bank in Indian core banking.

Unit II

Operational Aspect of commercial banks in India, Relationship b / w Banker and customers, Types of customer a/c, Cheques, Endorsement, Presentment, Dishonour, Rights and liabilities of Paying and collecting Banker, Time Value of money –calculation of interest on loan & deposits, EMIs, Present Value, future value and loan Amortisation.

Unit III

Negotiable Instruments, Bills of Exchange and Promissory notes, Rights and liabilities of parties, Bills discounting and purchasing, ancillary Services of the Bankers.

Unit IV

Employment of funds by Commercial Banks Financial statement analysis, Types of securities, mode of creating charge, Bank guarantees, Asset – liability management in commercial Banks. Basel norms.

Unit V

Online Banking Operations , Traditional banking v/s online banking, Operations of Automated Teller Machine [ATM], Debit Cards, Credit Cards, Electronic Clearance System [ECS], Real Time Gross Settlement (RTGS), National Electronic Fund Transfer (NEFT), Cheque Truncation System [CTS], Internet Banking.

Learning Outcomes:

- After successful completion of this course, students will be able to understand banking operations as well as modern banking operations in India.

SUGGESTED READINGS

1. Jaiswal Bimal : Banking Operations Management
2. Jhinghan M.L. : Banking Theory & Practice
3. E Gordon and K Natrajan- Banking-Theory, Law and Practice- Himalaya Publishing House.
4. “Banking Theory and Practice” by Dr. P.K. Srivastava, Himalaya Publishing House, Mumbai.

M. B. A. III Semester
Functional Electives V (Hospital Management)
MANAGEMENT OF QUALITY IN HOSPITALS
COURSE CODE: III/137-1/DSE/ E1

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

Learning Objectives:

Students should learn basic aspects of quality management and apply these concepts for hospital management for long term sustainable growth of organization.

Unit –I

Introduction – Concept – Definition – Origin & Growth of Quality Management – Importance and Significance of TQM for Hospitals

Unit –II

Prerequisites of Quality Management in Hospitals – Role of Medical Record in Quality Management – Quality Circles – Quality Assurance.

Unit–III

Quality Management in Hospital : Front Office – OPD – Casualty – Labs – OT – CSSD – IP – Dietary, HK, ICU – Nursing – Laundry – Canteen – TQM team work – Employee involvement – Key result areas – leadership – TQM Tools

Unit–IV

JIT (Just in Time) – Kaizan – ‘0’ defect programme – Statistical Tools in TQM – flow diagram – Pareto Analysis –

Unit V:-

Cause and effect diagram – Control Charts – Bench Marking – Business Process Reengineering – TQM practices in Indian Hospitals, quality accreditation.

Learning Outcome

After the completion of this course student should be able to analyze quality aspects of hospital services and improve quality standards.

Suggested Readings:

1. ‘Hospital Administration’ by D.C. Joshi and Mamta Joshi, Published by Jaypee Brothers, Medical Publishers, New Delhi, 2011
2. Medical Audit by Anjan Prakash – Published by Jaypee Brothers, Medical publishers (P) Ltd., New Delhi, 2011

M. B. A. III Semester
HUMAN RESOURCE MANAGEMENT IN HOSPITALS
Functional Electives V (Hospital Management)
COURSE CODE: III/137-1/DSE/E2

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

Learning Objectives: Provide the student with analytical skills to utilize Human Resources metrics and technological applications to enhance the effectiveness of recruitment, training, development and retention of human resources in hospitals.

UNIT I: Concept and perspectives of Human Resource management:

Development of HRM, environmental influence on HRM, HRM Philosophy and policy, organizational structure for HRM. Nature and scope of human resource management in hospitals, functions of HRM in hospitals, human resource planning for medical and supportive staff in hospitals. Case studies.

UNIT II: Acquiring Human Resource Management in hospitals:

Human resource Planning, Job Design, Job Analysis and Role analysis, Recruitment, Selection, Orientation and Placements. **Discuss Case Studies.**

UNIT III: Developing Human Resources in hospitals-

Human Resource Development System, Career system, Competency mapping, coaching and Mentoring, HRD in the government and public system, HRD in health sector. **Discuss Case Studies.**

UNIT IV: Managing performance and compensation in hospitals:

Performance appraisal of Employees, HR Audit, Compensation management, Incentives and benefits, Employee Turnover, Employee separation **Discuss Case Studies.**

UNIT V: Motivating and Mentoring HRM in hospitals:

Motivational perspective, Empowerment and participation, Human resource mobility, discipline and grievance management, Employee retention, outsourcing and HRM, Quality of work Life, Recent trends in HRM. **Discuss Case Studies.**

Learning Objectives :-

On completion of this course, students are able to: Demonstrate proficiency in fundamental human resources theories and concepts and how they apply to real world situations.

1. Formulate human resources policies and practices that help promote the organization's strategic goals.
2. Use strategic decision making to resolve human resource challenges and make effective business decisions.
3. Employ statistical and computer tools to analyze complex questions and business problems and reach defensible conclusions.

Books Recommended:

1. K Aswathappa, Human Resource Management, Sixth Edition.
2. L. M. Prasad, Human Resource Management.
3. De Cenzo & Robbins : Personnel / Human Resource Management, 3rd (PHI)
4. McKenna & beach : The Essence of Human Resource Management (PHI)
5. Berdwell / Holden : Human resource Management A Contemporary Perspective
6. Michael Armstrong, “Human Resource Management”, 2010, Kogan Page.

M. B. A. III Semester
Functional Electives V (Hospital Management) Group E
CUSTOMER RELATIONSHIP MANAGEMENT
COURSE CODE: III/137-1/DSE/E3

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

Learning Objectives:

Student should be able to appreciate the role of relationship in overall success of organization.

Unit I: Introduction and Significance of Customer Relationship Management: CRM Emerging Concepts; Need for CRM;

Unit II: CRM Applications; CRM Model; Relationship Building Strategies; Building Customer Relationship Management by Customer Retention;

Unit III: CRM Process: Introduction and Objectives of a CRM Process; an Insight into CRM and e-CRM/online CRM; The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase; Modules in CRM, 4C's (Elements) of CRM Process; CRM Process for Marketing Organization; CRM Affiliation in Retailing Sector; Key e-CRM features.

Unit IV: CRM Architecture: IT Tools in CRM; Data Warehousing Integrating Data from different phases with Data Warehousing Technology; Data Mining: - Learning from Information Using Data Mining Technology like OLAP etc.; Understanding of Data Mining Process; Use of Modeling Tools; Benefits of CRM Architecture in Sales Productivity; relationship Marketing and Customer Care, CRM Over Internet.

Unit V: CRM Implementation: Choosing the right CRM Solution; Framework for Implementing CRM: a Step-by-Step Process: Five Phases of CRM Projects

Learning Outcome :

Students are expected to understand framework of CRM with the help of practical cases and theory framework, analyze the issues leading to customer dissatisfaction and manage them for long term loyal customers to the organization.

Reference Books:

1. Mohammed, H. Peeru and A Sagadevan, (2004), "Customer Relationship Management", Vikas Publishing House, New Delhi.
2. Paul Greenberge (2005), "CRM-Essential Customer Strategies for the 21st Century. M.B.A - Services Mgt. –2010-11 & Onwards –CPOP", Tata McGraw Hill, New Delhi, pp. 17-23
3. William, G. Zikmund, Raymund McLeod Jr.; Faye W. Gilbert (2003). Customer Relationships Management. Wiley Publication, New Delhi.
4. Alex Berson, Stephen Smith, Kurt Thearling, (2004), "Building Data Mining Applications for CRM", Tata McGraw Hill Publications, New Delhi

M. B. A. III Semester
Functional Electives VI: (Tourism and Hospitality Management) Group F
TOURISM MARKETING
Course Code: III/137- 1/DSE/F1

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

Learning Objectives: The objective of learning this course is to understand the marketing practices employed in the tourism industry.

Unit I: Understanding Marketing and Marketing Process in Tourism

Marketing Concepts, Nature and Scope of Marketing, Marketing Mix, Marketing Environment, Strategic Planning and Marketing Process, Organizing and Implementing Marketing in the Organization. Services Marketing: Concept, Definition, Characteristics with Special Emphasis on Tourism Services.

Unit II: Developing Marketing Opportunities and Strategies in Tourism

Marketing Information Systems and Marketing Research, Consumer Markets and Consumer Behaviour, Business Markets and Buyer Behaviour, Market Segmentation - Targeting and Positioning for competitive Advantage.

Unit III : Developing the Tourism Marketing Mix

Managing the Product / Service, Product Decisions, Product Line, Product Mix, Product Life Cycle, New Product Development, Branding and Packaging Decisions, Pricing Products - Pricing Considerations and Approaches, Pricing Strategies and Methods.

Unit IV: Distribution Channel and Logistics Management in Tourism

Channel Selection, Cooperation and conflict Management, Promotion Decision – Promotion Mix: Advertising, Sales Promotion, Personal Selling, and Publicity. Additional P's of tourism services Marketing Mix. Process, Physical Evidence and People.

Unit V: Issues in Tourism Marketing:

Global Marketing, Direct Marketing, Marketing on the Web, Green Marketing, Social Responsibility and marketing Ethics, Consumerism and Legal Issues.

Learning Outcome: After pursuing this course, students will be able to develop marketing strategies for tourism products.

Suggested Readings:

1. Morrison, A.M. Hospitality and Travel Marketing . Delmar Thomson Publishing
2. Kotler Philip and Armstrong, G. Principles of Marketing, PHI.
3. Stanton, Willam J. Fundamentals of Marketing, McGraw Hill.
4. Ramaswamy, V.S. and Namakemari, S. Marketing Management, McMillan.
5. Bhattacharya K. Sisir. Marketing Management, National Publishing House.
6. Dalrymple, J.D. and Parson, J.L. Marketing Management Strategy and Gases, John Wiley and Sons.

M. B. A. III Semester
Functional Electives VI: (Tourism and Hospitality Management) Group F
TOURISM: PLANNING AND DEVELOPMENT
Course Code: III/137- 1/DSE/F2

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

Learning Objectives: The objective of learning this course is to understand planning and development practices employed in the tourism industry.

Unit I: Introduction to Tourism Planning and Development

Concept, need, objective, institutional framework and the principal lines of public tourism policy; The role of govt. public and private sector in formulation of tourism policy. Roles of international, national, state and local tourism organizations in carrying out tourism policies.

Unit II: Tourism Policy

Goal of national administration and tourism policy. Policy making bodies and its process at national levels. Outline of L. K. Jha Committee (Ad-hoc Committee) - 1963, National Tourism Policy -1982, National Committee Report-1998, National Action Plan on Tourism - 1992.

Unit III: National Tourism Policy-2002.

Opportunities for investments in hotel sector & Tourism related organizations. Incentives and concessions extended for tourism projects and resources of funding. Case study of TFCI.

Unit IV: Tourism Planning

Background, Approach and Process, Techniques of Plan Formulation. Planning for Tourism Destinations- Objectives, methods, steps and factors influencing planning. Destination life cycle concept.

Unit V: Tourism Development

Tourism planning at international, national, regional, state and local, the traditional, approach and PASLOP method of tourism planning, Important feature of five year tourism plans in India. Elements Agents, Processes and typologies of tourism development. Case study of selected state tourism policies (Maharashtra, West Bengal, Goa, Kerala, Rajasthan)

Learning Outcome: After pursuing this course, students will be able to plan and develop tourism products.

Suggested Readings:

1. Bezbaruha M.P, Indian Tourism Beyond The Millenium
2. Burkart & Medlik, Tourism; Past, Present and Future
3. Gee, Chuck Y, James C. Makens , Dexter J. L. & Choy, The Travel Industry
4. Murphy, Peter H, Tourism: A Community Approach

M. B. A. III Semester
Functional Electives VI: (Tourism and Hospitality Management) Group F
HOSPITALITY MANAGEMENT

Course Code: III/137- 1/DSE/F3

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

Learning Objectives: The objective of this course is to To familiarize with the various concepts in hospitality, To understand the need of Hospitality, To analyze the factors affecting employability and To develop the ability to design best strategy.

Unit-I: Introduction to Hospitality Industry and its Management

The Hospitality Industry – Origin and Growth – Tourism Industry – Importance of Tourism – Industries related to Tourism – Evolution and Growth of the Hotel – Evolution of Tourism – Factors Affecting Hospitality and Tourism Industry – Employment, Hospitality Management: Meaning, definition, scope and application, Opportunities in Hospitality.

Unit-II: Hotel Industry

Clarification of Hotels – Major Departments of a Hotel – Star Ratings of Hotels – Global Standards for Hotels – Managing Other Services – Speciality Resorts – Book Sellers – SPA – Beauty Clinics – Gymnasium.

Unit-III: Tourism Industry

Definition of Tourism – Features – Types of Tourists – Tourism Activities – Components of Tourism Infrastructure – Elements and Characteristics of Tourism Products- Scope of Tourism – Motivation for Tourism – Relation of hospitality industry with Tourism

Unit-IV: Travel & Transport

History growth and present status of travel agency – Travel formalities – Linkages and arrangements with hotels, airlines and transport agencies – Transport system – Different types of transport – Impact of Science and Technology.

Unit-V: Hospitality and Its Related Sectors

Theme Parks – Conventions – Cruising – Special events – recreation and leisure – Tourism and Hospitality in 21st century – Global gaming and Casino operations – Recent trends.

Learning Outcome:

After completion of the course students will be able to Familiar into hospitality marketing concept and environment, to Build the Critical approach and analyze the flaws in hospitality industry and to Gain an overview about the hospitality and tourism industry. Similarly to identify the major areas of coverage of hospitality industry and Construct the suitable marketing strategies after evaluating the current trend about new products and copyrights.

References:

- 1) Clayton W. Barrows, Tom Powers and Dennis Reynolds. (2012) Introduction to Management in the Hospitality industry. Tenth Edition. John Wiley and Sons, Inc.
- 2) Lockwood.A & Medlik.S, Tourism and Hospitality in the 21st Century, Elsevier, 2001
- 3) Lim Tau, Hema et al., Fundamentals of Hospitality and Tourism Management, eBook – Open University Malasia, 2009.
- 4) Walker John R, Introduction to Hospitality, Prentice Hall of India, 2001
- 5) Jagmohan Negi, Hotels for Tourism Development, S. Chand, New Delhi.
- 6) Jatashankar R Tewari (2009), Hotel front office operations and Management, Oxford publication New Delhi.
- 7) Gray and Ligouri (2000), Hotel and Motel Management and Operations, PHI, New Delhi.
- 8) Sudheer Andrews (2009), Hotel Front Office Training Manual, Tata McGraw Hill.

M. B. A. III Semester
Functional Electives VII (Operations Management) Group G
MANAGEMENT OF MANUFACTURING SYSTEM
COURSE CODE: III/137-1/DSE/G1

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

Learning Objective:- This course introduces the viewer to the concepts of Manufacturing Systems Management. The course primarily addresses Cellular Manufacturing, JIT systems, Synchronous manufacturing and Flexible manufacturing.

Unit I

Introduction, The challenge, Requirements of Manufacturing, Various methodologies, Cellular Manufacturing.

Unit II

Cell Formation - Early methods, Production Flow Analysis, Rank Order Clustering, and Similarity based methods.

Unit III

Cell scheduling and sequencing, Part Family sequencing, Dispatching rules, Cell layout.

UNIT – IV

Material Management: An Overview, Dependent and Independent Demand System, Material Handling Principals- Equipment, - In Mass Production in Batch/Job Order Manufacturing.:

UNIT – V

Inventory Control- JIT, JOT, Zero inventory. Systems of inventory control deterministic models & probabilistic models. EOQ safety stock ABC, VED FNSD analysis. Quality Management, recent trends.

Learning Outcome:

After end of this course the student is expected to understand rationale behind operations strategy. Tools such as layout engineering, Work study, PPC to be used for increasing industrial productivity. Further he should be able to solve basic issues related with network analysis with the help of CPM and PERT, he should be able to use of inventories efficiently avoiding stock outs.

Books Recommended:

- 1) B.S. Goel, production operations management, Pragati Publication, Meerut
- 2) J. P. Saxena, Production and d Operations Management, Tata McGraw Hill, New Delhi
- 3) P. Ramamurthi, Production and operations Management, New Age internationalPublisher, New Delhi
- 4) Buffa E.S. Modern Production Management, John Wiley, New York; 1973
- 5) Aswathappa K & Shridhara Bhat K.: Production and Operations Management, Himalaya Publishing House, Mumbai, 2009

M. B. A. III Semester
Functional Electives VII (Operations Management) Group G
STORES & INVENTORY MANAGEMENT

COURSE CODE: III/137-1/DSE/G2

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

Learning Objective:

To enable students about various activities of stores and inventory management.

Unit – I: Materials Management – An overview – Introduction – Scope Objective, - Interface with other functions. Inventory Management, Demand & Supply Planning, Value Analysis,

Unit – II : Inventory Management – Role of inventory management, function of inventory management, techniques of inventory management, various inventory control methods, JIT and other recent techniques.

Unit III: Store Management: functions of store management, design of store, lay out of stores, location of stores.

Unit IV: Recent trends in stores management, IT applications in stores management, and managing stores for minimum inventory.

Unit V Cost Management: Components of inventory cost, Economic order quantity, Inventory carrying cost, calculation of total inventory cost.

Learning Outcome

Student should understand significance of better inventory management in improving overall control function and reducing cost.

Books Recommended:

2. B.S. Goel, production operations management, Pragati Publication, Meerut
3. J. P. Saxena, Production and d Operations Management, Tata McGraw Hill, New Delhi
4. P. Ramamurthi, Production and operations Management, New Age international Publisher, New Delhi
5. Buffa E.S. Modern Production Management, John Wiley, New York; 1973
6. Aswathappa K & Shridhara Bhat K.: Production and Operations Management, Himalaya Publishing House, Mumbai, 2009.

M. B. A. III Semester
Functional Electives VII (Operations Management) Group G
SUPPLY CHAIN MANAGEMENT
COURSE CODE: III/137-1/DSE/G3

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

Learning Objective:

To enable students about various activities of supply chain management.

Unit – I: Supply Management: -

Introduction, objectives, components, significance of supply chain management, flow diagram of value chain, Green supply chain management

Unit II: Managing Suppliers:

management and integration of information flow with suppliers, process standardization, benchmarking for suppliers, suppliers performance evaluation, development of suppliers

Unit III Managing customers:

Single product and multi product firms, single and multiple deliveries, integration of areas for delivery, recent trends in efficient supply chain management in customer side of organization, selected case discussion.

Unit IV Supply chain Management strategies.

Supply Chain Mapping, processes, developing and Implementing Partnerships in the Supply Chain, Supply Chain Performance Measurement, Supply Chain Network Design, Supply Chain Strategies, Supply chain practices, Enterprises Resource Planning

Unit V: Logistics management: logistics management functions and scope, challenges in logistics management, modes of transportation, international logistics, technology in logistics, Recent trends in logistics management, warehouse management.

Learning Outcome

Student should understand significance of better supply chain management in improving overall supply function and reducing cost.

Books Recommended:

- 1) Materials and logistics Management – Prof. Shailesh Kasande
- 2) Materials and logistics Management – Dr. L. C. Jhamb Materials Management – Mr. K. K. Ahuja
- 3) An integrated approach to Materials Management – Gopalkrishnan & Sundersan
- 4) Handbook of Logistics and Distribution Management – John Gattorna
- 5) Logistics Management – P. Fawcett, R. McLeish and I Ogden
- 6) Strategic Logistics Management – D.M. Lambert & J R Stock, Richard D Irwin Inc.
- 7) Supply chain management – Sunil chopra

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||

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, Draughts: Partially predicable 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
6. www.nidm.net.in
7. www.ndmindia.nic.in

M. B. A. IV Semester
CORPORATE GOVERNANCE & BUSINESS ETHICS
IV/1371/ SEC-7B

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

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 University

M. B. A. IV Semester
MANAGERIAL COMMUNICATION
Course Code IV/137-1/SEC-7/B

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

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.
9. R.C. Sharma & Krishna Mohan: Business Corresponding and Report Writing.

M. B. A. IV Semester
Functional Electives I (Marketing Management) Group A
PRODUCT & BRAND MANAGEMENT
COURSE CODE: IV/137-1/DSE-A4

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

Learning Objectives: To explore the various issues related to Product & Brand Management and to enhance the understanding and appreciation of this important intangible strategies.

Unit I: Introduction to Product Management: - Meaning of product, overview of Product Management, Components and level of Products, Functions of Product manager,

Unit II :- Scope of Product management:- Levels of Product, Product and product Lines, Special issues in Product Management, Classification of products, Product and service differentiation.

Unit III:- Strategic Product Management:- Product Life cycle & Strategy, Product Differentiation & its positioning- Decisions on Packaging, Labeling, Warranties & Guarantees, New Product Development, Product Personality. Individual Product Decisions, Product attributes, POP and POD's, Perceptual Maps, financial analysis and performance appraisal for product management.

Unit IV: Introduction to Brand Management: Brand & Products, understanding brands, Importance of Branding, Things that can be branded, Challenges and opportunities for Branding, Value & Significance of Brand, Brand Name, Symbol & Slogan, Essentials of good brands, conducting brand audits, Brand Loyalty; Awareness, Creating and Managing Brand Loyalty, Co- Branding and ingredient branding.

Unit V: Brand Equity Management:- Identifying & establishing Brand positioning & Values, Planning & implementing brand Marketing programs, Measuring & Interpreting brand performance, Growing and sustaining brand equity, contemporary issues in product & brand management.

Case studies on the above topics.

Learning Outcome

After completing this course student should be able to understand dynamic features of Product Management and tap the emerging opportunities out of it, apart from these students should be able to understand Brand Management process and appreciate the role of Brand Manager

Suggested Readings:

1. Ramanuj Mazumdar – Product Management in India –PHI Learning –New Delhi –2009
2. Kevin lane Keller etal-Startegic Brand Management 4e-Pearson-2015
3. Michael Baker and Susan Hart –Product Strategy and Management –Pearson Education New Delhi –2009
4. Donald R Lehman –Product Management –Tata McGraw Hill Pvt Ltd –New Delhi –2005
5. S.A.Chunawalla –Product Management –Himalaya Publishing House –New Delhi.
6. U C Mathur – Product and Brand Management –Excel Books –New Delhi.
7. Tapan K Panda –Building Brands –Excel Books –New Delhi.

M. B. A. IV Semester
Functional Electives I (Marketing Management) Group A
INDUSTRIAL MARKETING
COURSE CODE: IV/137-1/DSE/A5

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

Learning Objective:

The objective of the course is to provide conceptual understanding on Business to business marketing with special reference to Indian context and develop skills required for planning of Industrial marketing.

Unit I: - Introduction: Introduction, The Concept of Industrial Marketing, Definition of Industrial Marketing, customer value in business markets, Characteristics of Industrial Marketing, Difference Between Industrial and Consumer Marketing, Types of Industrial Customers, classification of Industrial Products and Services, case studies.

Unit II: Purchase and procurement procedure. Buying Process: Industrial market segmentation, Industrial buying center, buying criteria, Buying center influences, Industrial Buying Process, Industrial Marketing sales cycle, Models of organizational buying behavior, models of organizational buying behavior,

Unit III: Marketing Strategies for Industrial Markets: Target Marketing & Positioning in Industrial Marketing, Types of industrial product lines, new product development, Industrial product life cycle & Strategies, Pricing of industrial products,

Unit IV: Promotional Strategies for Industrial Products, media selection and reaching to industrial buyer, Channel Management Decisions-nature & volume of products and selecting relevant distribution network, Case studies

Unit V: recent trends in organizational buying, selling to government and PSU, selling to multinational companies, compliances, information search, online tendering, Industrial marketing in the global content. *Case Studies.*

Learning Outcome:

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

Reference Books:

1. Krishna K Havaladar: Business Marketing: text and cases, McGraw hill publication.
2. Philip Kotler: Marketing Management: South asian context, pearson publication.
3. Robert R Reeder etal, Industrial Marketing: Analysis, planning and control, PHI
4. P. K. Gosh: Industrial Marketing, Oxford Publication.
5. Prachi Gupta etal, Marketing management Indian Cases, Pearson publication

M. B. A. IV Semester
Functional Electives I (Marketing Management) Group A
SERVICES AND RELATIONSHIP MARKETING

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

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

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.
11. Servicing Marketing- S.M. Jha, Himalaya Publishing House.

M. B. A. IV Semester
Functional Electives I (Marketing Management) Group A
RETAIL MANAGEMENT
Course Code: IV/137-1/DSE/A7

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

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
8. Gipson G Vedamani: Retail Management. JAICO publishing house.

M.B.A IV Semester
Functional Electives II (Financial Management) Group B
BUSINESS TAXATION

Course Code: IV/137-1/DSE/B4

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

Learning Objective: The course aims to develop an understanding of the importance of Tax Planning & Tax Management.

UNIT I: Corporate Taxation

Corporate Taxation— Significance of corporate taxation - Basic Concepts and definitions – Residential Status and Scope of Total Income of a Company – Classification of companies for tax purpose – Incomes exempt from tax applicable to company.

Unit II: Assessment of Companies I

Computation of Income from House Property – Income from Business – Capital Gains – Other Sources (Practical examples on Income from House Property and Salary – Income from Business – Capital Gains – Other Sources)

Unit III: Assessment of Companies II

Tax assessment of companies, Set-off and Carry forward of losses, deductions applicable to companies — Computation of Total Income and Tax Liability (Practical examples on Computation of Total Income and Tax Liability).

Unit IV: Tax Planning and Management

Meaning and Scope of Tax Planning and Tax Management, Tax Evasion vs. Tax Avoidance, Various Charges, fines and penalties and circulars of CBDT, Ministry of Finance from time to time.

Unit V: Tax Filing, Returns and Compliances

Tax Filing, Returns and Compliances for companies and practical examples on Tax Filing, Returns and Compliances, Government website of income tax filing, Government of India, Tax practice.

Note: Provisions of Law shall be applicable as per current financial year i.e. for financial year 2021-22 assessment year 2022-23.

Suggested Readings:

1. Gaur and Narang : Income Tax Law and Practice, Kalyani Publishers, New Delhi.
2. B. B. Lal & N. Vashisht : Direct Taxes, Pearson Education.
3. Dr. H. C. Mehrotra - Income Tax Law and Practice- Sahitya Bhavan, Agra.

M.B.A.IV SEMESTER
Functional Electives II (Financial Management) Group B
BEHAVIORAL FINANCE
Course Code: IV/137-1/DSE/B5

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

Learning Objectives: The course aims to identify persistent or systematic behavioural factors that influence investors and investment decisions and analyse the various behavioural finance factors related to corporate & individual investors.

Unit I: Introduction to Behavioral Finance:

Concept, Nature, Scope, Objectives, Difference between Standard Finance and Behavioral Finance, Traditional View of Financial Markets, Anomalies of Financial Markets, Limitation of Efficient Market Hypothesis, Behavioral Financial Market Strategies, Behavioral Indicators, Psychology: Social, Behavioral, Physiological, Applied, Educational, Cognitive Psychology, Boom & Bust Cycles, Prospect Theory, Loss aversion theory,

Unit II: Behavioral Biases theories:

Heuristics, Overconfidence Bias, Representativeness, Anchoring and Adjustment bias, cognitive dissonance bias availability bias, self-attribution bias, illusion of control bias conservation bias, endowment bias, optimism bias, confirmation bias, Impact of bias on investors, External factors defining investors behavior, Fear and Greed in Financial Market, Finance & Emotions, Investors & types, Characteristics of extremely successful investor, Bubbles and systematic investors sentiments.

Unit III: Risk Aversion and expected marginal utility

Risk aversion- Rabin and Thaler, Expected utility theories, Rationality in investment decisions: Concept, Limitation, assumptions for rational decision making model, Rational decision making process, Dependency of Rationality on Time Horizon, Herbert Simon and Bounded Rationality, Arbitrage: Limits, Types, cost involved in arbitrage process, The model of limited Attention,

Unit IV: Geomagnetic storm

Phase, types, causes, effect, Geomagnetic storm and financial market, Impact of geomagnetic storm on stock market return, Factors influencing stock & stock market, External factors and investors behavior, Classification of external factors influencing investors behavior, factors influencing on investors behavior,

Unit V: Corporate Behavioral Finance:

Introduction, Corporate decision making: Heuristic approach, prospect theory, market variables, herding effect, behavior of investors, and inefficiency of market, Empirical data on presence and absence of dividend, Ex-Dividend day behavior, timing of corporate news announcement, Behavioral life cycle.

Learning Outcome: After learning this course, the students become competent to interpret various investment strategies of effective investment in the financial market on the basis of various theories and factors of behavioural finance and Plan the systematic approach of corporate and investors towards investment for stable growth on the basis of behavioural finance.

Suggested Readings:

1. Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves.
2. Understanding Behavioral Finance by Ackert
3. The Psychology of Investing by John R. Nofsinger, Pearson Prentice Hall, (4th Edition)
4. What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman, McGraw-Hill
5. Behavioral Finance by Shuchita singh, Shilpa Bahl.

M.B.A.IV SEMESTER
Functional Electives II (Financial Management) Group B
PERSONAL FINANCIAL PLANNING

Course Code: IV/137-1/DSE/B6

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

Learning Objectives: The course aims to develop an understanding of the importance of personal financial planning & investment management and to enable the students to learn various instruments of personal financial planning.

Unit I: Introduction to Financial Planning

Meaning and Need for Financial Planning, Assessing Personal and Financial Goals, Needs and Priorities, Attitudes and Expectations and Risk Tolerance Level, Personal Financial Planning Process, Preparation of Personal Budget, Personal Financial Statements, Responsibilities of a Financial Planner, Time Value of Money, KYC, PAN & AADHAR.

Unit II: Investment Planning

Introduction to Investment Planning, Investment Criteria- Liquidity, Safety and Profitability, Investment Vehicles (Gold, Bonds, Equity, FD, Insurance, MFs, ETFs, Post Office Savings, Real Estate etc.), Risk and Return Associated with these Investments, Return Comparison Over a Period of Time from Different Asset Classes, Investment Strategies, Mutual Funds as Investment Vehicle-Special Focus on SIP, STP, and SWP, NFOs, Trading in Commodities, Derivatives and F&Os, Crypto Currency, Creating an Investment Portfolio, Awareness of Mis-selling in Investment Products.

Unit III: Risk Analysis, Insurance Planning and Debt

Risk analysis, Concept of Long Term Risk, Insurance Decisions in Personal Financial Planning, Types of Insurance Cover- Mortality, Health, Disability, Property and Liability, ULIPs and Term Plans, Credit Card Financing, Types of Consumer and Home Loans- Cost and Risk, Credit Score.

Unit IV: Tax Planning

What is Tax Deduction? Tax Deductions under the Section and Respective Subsections of : 80C, 80D, 80E, 80G, 80 I, Sections 80 JJA, 80QQB, 80RRB, 80TTA, 80U and other Relevant Sections, Direct Tax Code (DTC), Taxation Impact on Different Investment Options, Personal Tax Planning, Filing IT Returns.

Unit V: Retirement Planning and Estate Planning:

Wealth Creation, Retirement Planning for an Individual, Pension Plans, Provident Fund, Gratuity, Life Insurance Plans., General Insurance Plans, Reverse Mortgage Plans, Senior Citizen Schemes, What is Estate? Who Needs Estate Planning? Transferring Assets During Life Time, Power of Attorney, Transferring Assets Post Death – e.g., Nominations, Will, and Creating Trusts.

Note: Provisions of Law shall be applicable as per current financial year i.e. for financial year 2021-22 assessment year 2022-23.

Learning Outcome: After learning this course, the students become competent to advise personal financial planning tools to investors and they may become financial advisor or tax planner.

Suggested Readings:

1. Gaur and Narang: Income Tax Law and Practice, Kalyani Publishers, New Delhi.
2. B. B. Lal & N. Vashisht: Direct Taxes, Pearson Education.
3. Dr. H.C. Mehrotra- Income Tax Law and Practice- Sahitya Bhavan, Agra.

M.B.A.IV SEMESTER
Functional Electives II (Financial Management) Group B
FINANCIAL SERVICES MANAGEMENT

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

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

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.
3. Deodhar and Abhyankar: Indian Financial System, Himalaya Publishing House, Mumbai.

M.B.A.IV SEMESTER
Functional Electives III (Human Resource Management) Group C
UNDERSTANDING SELF
Course Code: IV/137-1/DSE/C4

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

Learning Objectives: The purpose of this course is that the students should gain an understanding on self, his values, beliefs & a vision. This course also focuses on the Self-disclosure, Self-Management and some Lessons from Ancient Indian Education System.

Unit-I: Awareness of personal values, beliefs and vision that motivates behavior, awareness of reciprocal relationship between thoughts, behaviors and emotions

Unit-II: Personal SWOT, critical reasoning and analysis of living situations, Understanding self & others through lessons from Indian scriptures, Interpersonal Trust: Openness, confidentiality, blind spot and unknown part of personality.

Unit-III: Self-disclosure, seeking feedback, self-reflection and practicing new behaviors, Emotional intelligence, Stress and health relationship, Meditation and self-introspection.

Unit-IV: Self-Management Lessons from Ancient Indian Education System- Indian Ethos and Personality Development.

Unit V: Case studies and Real Life Situation Studies on the above topics.

Learning Outcome:

After end of this course the student is expected to understand themselves and others with the perspective of HRM in Industry. The students are also expected to deal with the issues of Stress Management & relate these aspects to the working conditions.

Suggested Readings:

1. A N Tripathy, 2003, Human Values, New Age International Publishers.
2. B P Banerjee, 2005, Foundations of Ethics and Management, Excel Books
3. B L Bajpai, 2004, Indian Ethos and Modern Management, New Royal Book Co., Lucknow. Reprinted 2008
4. R R Gaur, R Sangal, G P Bagaria, 2009, A Foundation Course in Human Values and Professional Ethics.
5. A Nagraj, 1998, Jeevan Vidya Ek Parichay, Divya Path Sansthan, Amarkantak.
6. P L Dhar, RR Gaur, 1990, Science and Humanism, Commonwealth Publishers.

M. B. A. IV Semester
Functional Electives III (Human Resource Management) Group C
Managing Diversity at Workplace
Course Code: IV/137-1/DSE/C5

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

Learning Objectives: The aim of this subject is to develop students' understanding of the concepts of workplace diversity. In particular the subject is designed to develop the underpinning knowledge and skills required to understand the one of the complex part of workplace diversity, Social Class in Workplace diversity, disabled workers in workplace diversity and LGBT issue in workplace diversity.

Unit I: Introduction to management of workplace diversity, Gender issues in Workplace diversity, Age issues in Workplace diversity and generation issues in Workplace diversity.

Unit II: Social Class in Workplace diversity, The impact of culture on workplace diversity, The foreign worker in workplace diversity, Race issues in workplace diversity.

Unit III: The disabled workers in workplace diversity, The part-timer in workplace diversity, Management and leadership in workplace diversity, Human Resource management in workplace diversity.

Unit IV: LGBT issue in workplace diversity, HIV/AIDS workers in workplace diversity, New Paradigms in Workplace diversity and Statistical interpretation in workplace diversity,

UNIT V: Future of Diversity Management- Work-Life Balance, Intersectionality in the workplace.

Learning Outcomes:

The students on completion of the course shall develop the following skills and competencies:

- a. Should know the nature and scope of workplace diversity.
- b. Knowledge about essential elements of workplace diversity.
- c. Awareness about the workplace diversity.
- d. Techniques of job evaluation

Books Suggested for Reading:

1. Managing Workplace Diversity: A contemporary Context by Nirmal Kumar Betchoo, Deloitte.
2. Managing Diversity and Inclusion An International Perspective, Edited by Jawad Syed and Mustafa Özbilgin, SAGE.
3. Managing Diversity, Michàlle Mor Barak.
4. Diversity in the Workplace: Eye-opening ...Book by Bärí A. Williams
5. Diversity in the Workforce: Current Issues and Emerging Trends

M. B. A. IV Semester
Functional Electives III (Human Resource Management) Group C
COMPENSATION MANAGEMENT
Course Code: IV/S137-1/DSE/C6

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

Learning Objectives: The aim of this subject is to develop students' understanding of the concepts of compensation and rewards in the organization. In particular the subject is designed to develop the underpinning knowledge and skills required to understand the one of the complex management functions i.e. compensating employees and its importance. This subject introduces the student to the basics compensation structure and differentials. It familiarizes the students with the practice of various management techniques and it's expected results like job evaluation etc. The learner is apprised about the latest issues in management related to compensation in order to make the students abreast about the recent trends in the area.

UNIT I: Concepts and Issues: Concepts of Compensation, role of compensation and rewards in the organization, objectives of compensation and rewards, frame work of compensation policy and labour market characteristics.

UNIT II: Essential Elements: Compensation Structure and Differentials, Wage Determination process, Wage and Salary structure, Introduction To The Theory of wages, Introduction To Minimum, Fair And Living Wage, Introduction To The Minimum Wage, Introduction To Basic kinds of Wage Plans, Introduction to Wage Differentials & Elements of a Good Wage Plan, Institutional mechanism for wage determination, Wage fixation.

UNIT III: Principles of External an Internal Differentials: Objectives, Role, Importance of Rewards And Incentives, Importance Of Rewards And Incentives, Classification of Rewards and Incentives, Guidelines for effective incentive plans, Non-Monetary Incentives, Cafeteria style of compensation, Compensation Policy,

UNIT IV: Fringe Benefits, Concept of employee services And Fringe Benefits in India, Administration of Benefit programme and services, Concepts of Compensation Survey, Planning Compensation for Executives And Knowledge Workers, Concept of Superconductivity, SQUID's and its applications

UNIT V: Latest Trends in Compensation Management: Planning compensation for Managerial and Professional Jobs, Introduction to Downsizing, Voluntary Retirement Scheme, Pay Restructuring in Mergers and Acquisitions, Case Study, towards understanding Industry and Labour in the post-MFA.

Learning Outcomes:

The students on completion of the course shall develop the following skills and competencies:

- a. Should know the nature and scope of Compensation management
- b. Knowledge about essential elements of compensation
- c. Awareness about the compensation structure and differentials.
- d. Techniques of job evaluation
- e. Understanding the importance of fringe benefits Awareness of the latest trends in compensation

Books suggested for reading:

1. Human Resource Management, by L.M Prasad, Sultan Chand & Sons.
2. Personal & Human Resource Management, by P. Subba Rao, Himalaya Publishing House.
3. Human Resource Management, by K. Aswathappa, Tata McGraw Hill Publishing Company Ltd.
4. Bhawdeep singh & Prem Kumar- Current Trends in HRD: Challenges & Strategies in a changing scenario.
5. Compensation Management, Deepak Kumar Bhattacharyya
6. Compensation Management, Suresh Muke, Nirali Prakashan

M.B.A.IV SEMESTER
Functional Electives III (Human Resource Management) Group C
STRATEGIC HUMAN RESOURCE MANAGEMENT
COURSE CODE: IV/137-1/DSE/C7

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

Learning Objectives:

1. To acquaint students with the understanding of various strategies involved in the field of Human Resource Management.
2. To get the learning's on the Implementation & Evaluation of Strategies of HRM.

Unit-I Framework of SHRM: Definition – Importance – components of HRM strategy – models of strategy – Contribution of HR in formulating and implementation of business strategy – Linkage between strategic business planning (SBP) and strategic HR development (SHRD).

Unit-II HR Strategy Formulation: Strategic concept & definition, strategic planning – Multinational Strategies – Strategic alliance – Sustainable global competitive advantage – Assessment of strategic alternatives – Managerial issues in strategic formulation – Importance and methods of forecasting the supply of HR.

Unit-III HR Strategy Implementation: Efficient utilization of human resources, Cross training and flexibility in assigning work – Using work teams –Strategically oriented performance measurement system – Strategically oriented compensation systems – Improving the quality of performance measures - Results oriented vs. Process oriented measures – Individual best practices and systems.

Unit-IV HR Strategy Evaluation: HR evaluation process – Overview– Level of analysis – Criteria – Level of constituents – Ethical dimensions – Approaches to evaluation – Audit approach – Analytical approach – Quantitative and Qualitative measures –Outcome process criteria - Balanced score card perspective – Bench marking.

Unit-V: Evaluating strategic contribution: Evaluating strategic contribution of traditional areas such as selection, training, compensation – Evaluating strategic contribution in emerging areas such as management of diversity and quality readiness.

Learning Outcomes:

1. Students can understand the various strategies & their importance in the field of Strategic Human Resource Management.
2. Students can be able to implement these strategies & evaluate their results.

Books Recommended:

1. Gangaram Singh, R. Nandagopal and R.G. Priyaadarshini, Strategic Human Resource Management in a Global Economy, Excel Books, 2007.
2. Jeffray A. Mello, Strategic Human Resource Management, Cengage Learning Indian Pvt., 2008.
3. Dr. D. M. Khandare, Strategic Human Resource Management, Chandanlok Prakashan, Kanpur, 2014.
4. R. Venugopal, Contemporary Strategic Management, Vikas Publishing House Pvt. Ltd.,
5. Dr. Ramakanta K. Patra, Strategic Human Resource Management & Organizational Development, Himalaya publication house, Nagpur. 2011
6. Charles R. Greer, Strategic Human Resource Management a General Managerial Approach, Dorling Kindersley (india) Pvt. Ltd. New Delhi, 2006.

M.B.A.IV SEMESTER
Functional Electives IV (Banking & Insurance) Group D
INSURANCE AND RISK MANAGEMENT

Course Code: IV/137-1/DSE/D4

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

Learning Objectives: To develop an understanding among students about Identifying and analyzing and managing various types of risk and to understand principles of insurance and its usefulness in business.

Unit I: Introduction: Concept of risk; objective of risk management; need for a risk management; types of risk; Identification and measurement of risk; risk evaluation and prediction.

Unit II: Risk Aversion and Risk Management: Risk aversion and demand for insurance by individual; business risk management and demand for insurance; Application of statistical techniques in risk avoidance; disaster risk management; Insurability of risk contractual provisions and legal doctrines; premium loading; moral hazards; deductibles and claim processing costs; risk retention and transfer; legal aspects of insurance contract; principle of indemnity; estoppels.

Unit III: Types of Insurance: Fire and motor insurance; health insurance; social insurance; home-owners insurance; life insurance and annuities; term insurance; endowment insurance; whole life insurance; life insurance pricing; employees' benefits group; medical coverage; retirement plans; marine. Insurance; ships and goods policy; marine risk institute cargo clauses reinsurance.

Unit IV: Assessment control:-control of malpractices; negligence, loss assessment and loss control; exclusion of perils, actuaries, computation of insurance premium,

Unit V: Globalization of Insurance Sector: Globalization of insurance sector; regulation of risk reduction by IRDA; reinsurance; coinsurance assignment.

Learning Outcomes:

1. Students have understood the risk management, Risk aversion and demand for insurance.
2. Understand the Types of Insurance, Assessment and control and globalization of insurance sector.

Suggested Reading:

1. Scott Harrington and Gregory Niehaus, Risk Management and Insurance, 2nd ed., Tata McGraw- Hill, 2004.
2. Dorfman, Risk Management and Insurance, PHI
3. Gupta, PK, Insurance and Risk Management, Himalaya Publishing House, 2004
4. Mishra, MN, Principles and Practices of Insurance, S. Chand and Co., 2004
5. Panda, GS, Principles and Practices of Insurance, Kalyani Pub. 2004.
6. Jeevanandam, C, Risk Management, Sultan Chand and Sons, 2005

MBA IV Semester
Functional Electives IV (Banking & Insurance) Group D
HUMAN CAPITAL IN BANK MANAGEMENT
COURSE CODE IV/137-1/DSE-D5

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

Learning Objectives:

1. To study importance of human resources at banks.
2. To enlighten the students with the Concepts and Practice Human capital at banks.

Unit I Human capital –

Concept of Intellectual capital -Social capital-Organisation capital Practical Implications of intellectual capital theory. The concept of human capital advantage and resource-based strategy.

Unit II Practice of HCM:

Human Capital Data-Measuring human capital -Measurement Issues, Classification of measures, Developing Measures-Human Capital Measurement Models-Human Resource Accounting, HR Scorecard, Workforce Scorecard.

Unit III HCM & business strategy:

The link between HCM & business strategy, HCM and talent management, Performance management and Reward Management. Role of HR in HCM, The skills HR specialists need for HCM-Future of HCM

Unit IV ROI of Human Capital-

Measurement of Human capital's contribution to enterprise goals Human capital value circle, Enterprise-level Metrics, Foundation Trait Metrics, Structural trait Metrics Leverage of Human capital ROI.

Unit V Human Resource Accounting

-Concept, Development & State of the Art, Role of HR Accounting, HR Accounting Models, Applications & Implementation. HR Audit-Concept, Types, Process, Approaches.

Learning Outcome: After the successful completion of this course, students will be able to: Understand the importance of human capital in banks also the link between HCM and business strategy.

References

1. Angela Baron & Michael Armstrong, Human Capital Management- Achieving Added Value Through People, Kogan Page 23
2. Eric G. Flamholtz, Human Resource Accounting-advances in concepts, Methods, and Applications, Kluwer Academic Publishers
3. Jac Fitz-enz, The ROI of Human Capital-Measuring The Economic Value of Employee Performance, Amacom.M K Kolay, Human Resource Accounting, ICWAI

M.B.A.IV SEMESTER
Functional Electives IV (Banking & Insurance) Group D
BANK MARKETING

Course Code: IV/137-1/DSE/D6

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

Learning Objectives: To study the required knowledge and skills for Marketing of Banking products and services. The course also looks into various aspects of service quality aspects of Bank Marketing.

UNIT I: Services- Characteristics of Services, Services Marketing: 7'Ps of Services Marketing, services sectors, Banking Service, Bank Marketing- Concept, Need and importance, The marketing mix for the banking services.

UNIT II: Market Segmentation (banking): Definition of Market segmentation – Characteristics of Market segment – importance and benefits of Market segmentation to banking sectors., criteria of segmentation, Product Designing, content of product / Market expansion – Mass Marketing and Marketing segmentation — Market segmentation techniques for personal and corporate customers.

UNIT III: Customer need analysis and customer care: The User of banking services, the behavioral profile of user, understanding customer need, customer care, Consumer motivation and buying behavior, factors affecting buying behavior, decision making process, selective distortion, and effect on consumer behavior.

UNIT IV: Market information Research: Definition of marketing research and market research – Differences – Contributions of Marketing Research to a bank, Types of data – primary and secondary.

UNIT V: Management Information System and Marketing Research: Management Information System and Marketing Research – Need for situation analysis – steps involved in the development of a situation analysis –objective, strategies and tactics – sources of information for situation analysis.

Program outcomes:

1. Understanding the Bank Marketing- Concept, Need and importance,
2. Focus on the marketing mix for the banking services and Market Segmentation.
3. Create the awareness about Customer need analysis and customer care. Marketing Research and Market research.

Reference Books:

1. Marketing of Banking Service – IIB
2. Marketing of Banking Service – Rajeev
3. The formula for successful Marketing, Galotia Publication, 1991 – Morz, Rarph
4. Dynamics of Bank Marketing, VBS publishers, 1990 – Madhukar R.K.
5. Principles of Bank Management Himalaya publication 1993 Desai Vasant

M.B.A.IV SEMESTER
Functional Electives IV (Banking & Insurance) Group D
RECENT TRENDS IN BANKING

Course Code: IV/137-1/DSE/D7

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

Learning Objectives: To study the Bank and its type, Overview of Banking system, RBI, Structure of Financial System, Role of SEBI & NABARD, Electronic Banking and IT in Banks.

Unit I: Introduction of Bank: - Definition and Functions of Banks, Different types of Banks in India, Commercial Banks – Co-Operative Banking System – Development Bank, Regional Rural Bank and Investment Bank,

Unit II: Structure of Financial System: — Role of Financial System in Economic Development – Capital Markets – Money Markets – Primary Market Operations – Secondary Market Operations.

Unit-III: Role of SEBI & Stock Exchange: - Regulation – Functions of Stock Exchanges - Listing – Formalities – Financial Services Sector, Problems and Reforms

Unit IV: National Bank for Agricultural and Rural Development (NABARD): Introduction, Historical Background of NABARD, Objective, Functions of NABARD, Role of NABARD in Agricultural refinance, Subsidiaries of NABARD.

Unit V: Electronic Banking and IT in Banks- Principles of Lending– IT Application in Banking – Automated Clearing Systems – Electronic Fund Management – Real Time Gross Settlement (RTGS) – National Electronic Funds Transfer (NEFT) – Automated Teller Machines (ATMs) – Electronic Commerce and Banking – International Payment Systems.

Learning Outcomes

1. Introduce the Basics of Indian Banking Systems and its Function.
2. Students can understand the functioning of Money Market and Capital Market.
3. Provide the basic objectives of Regulating Agencies like SEBI & NABARD.

Suggested Books:

1. Bhole & Malinkud, Financial Institutions and Market, TMH, New Delhi.
2. Punithavathi Pandian, Financial Markets & Financial Services, Vikas, Delhi
3. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai.
4. Khan M. Y., Indian Financial System, Tata McGraw Hill Publishing Company Ltd., NewbDelhi.
5. Pai Panandikar & NC Mehra, Rural Banking, National Institute of Bank Management,Pune.
6. Uppal R.K. & Rimpi Kaur, Banking Sector Reforms in India, New Century Publications,New Delhi.
7. Indian Institute of Banking & Finance Rural Banking, Mumbai.

M.B.A.IV SEMESTER
Functional Electives V (Hospital Management) Group E
FINANCIAL MANAGEMENT FOR HOSPITALS

Course Code: IV/137-1/DSE/E4

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

The objective of this course is acquainting candidates with the accounting tools and techniques of accounting & Utilization of financial and accounting information of planning and decision making helpful for managers

Unit-1: Financial Accounting System: Meaning & Nature of financial Statement, basic accounting terms, Classification of Accounts, Writing of journal entries in journal book, preparation of ledger accounts and preparation of trial balance, numerical problems on final account of sole trading concern.

Unit-2: Analysis and interpretation of Financial Statements, types of analysis, advantages of analysis and interpretation. Important Ratio Analysis for hospitals.

Unit-3: - Medical Insurance: Role of medical insurance, procedure of settlement from insurance companies, consolidation of statement, state run insurance cover.

Unit-4: Financial Management: management of working capital, bank loan proposal, Break even analysis,

Unit 5: Standard Costing and Variance Analysis, Techniques and Significance, Problems on Computation of material cost and labor cost variances.

Learning Outcomes:

- I. Students will be able demonstrate progressive learning in the elements of managerial decision making, including planning directing and controlling activities in business environment.
- II. To encourage the acquisition of knowledge and skills relating to the application of accounting concepts and techniques for business decisions

References:

1. I.M. Pandey, Management Accounting, Vikas Publishing House, New Delhi.
2. Khan and Jain, Management Accounting, Tata Mc Graw Hill, Delhi.
3. Dr. A.P. Rao, Management Accounting.
4. Jawaharlal, Cost Accounting.
5. Khan & Jain, Theory & Problems in Management & Cost Accounting.
6. S. M. Inamdar, Cost and Management Accounting.
7. Dr. Mahesh Kulkarni, Management Accounting.
8. Khan & Jain, Management Accounting-3rd Edition.
9. Ashish K. Bhattacharya, Principles and Practice of Cost Accounting

M. B. A. IV Semester
Functional Electives V (Hospital Management) Group E
MARKETING OF HOSPITAL SERVICES
COURSE CODE: IV/137-1/DSE/E5

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

Learning Objectives: To study fundamental concepts of marketing and applied to hospital management.

Unit –I

Nature and scope of marketing, Fundamental concepts in marketing, Service Characteristics and their strategic implications, Service Consumer Behaviour – Service Marketing strategy – Market segmentation – targeting and positioning – Service Marketing Mix, health economics

Unit –II

Segmentation, targeting and positioning, Designing health care service products – New Service Development process – PLC – Physical evidence – Pricing Strategies, Channel management in Hospitals, Franchisee management.

Unit–III

Marketing research – Importance and Objectives –Promotional mix – Promotional campaign design ; Interactive marketing, introduction to business to business marketing, bottom of pyramid marketing.

Unit–IV

Service distribution ; Service Demand and Capacity Management ;

Unit- V

Service Quality Management GAP model, SERVQUAL model – Service recovery strategies– Branding of Hospitals

Learning Outcomes:

After successful completion of this course students will be able to understand marketing concepts with the perspectives of hospital management.

SUGGESTED READINGS:

- Ramamohana Rao, K., Services Marketing, Pearson Education (Asia),
- Kotler Philip, Marketing Management (Millennium Edition), PH1, New Delhi, 2006.
- Zeithaml bitner, Yalarie A., Service Marketing – Cases in Marketing Management, MC Graw Hill, New York, 2007
- Srinivasan, R., Services Marketing (The Indian Context), Prentice Hall India, New Delhi, 2006
- Bhattacharya. C., Services Marketing, Excel Books, New Delhi, 2006.
- Ravi Shankar, Services Marketing (Indian Perspective), Excel Books New Delhi, 2004.
- Christopher Lovelock & Jochen Wirtz, Services Marketing (People, Technology and Strategy), Pearson Education, New Delhi, 2004.
- Saxena, Rajan, Marketing Management, Tata McGraw Hill, New Delhi, 2008

M. B. A. IV Semester
Functional Electives V (Hospital Management) Group E
ORGANIZATION & MANAGEMENT OF HOSPITALS
COURSE CODE: IV/137-1/DSE/E6

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

Learning Objectives:

Objectives of this course is to introduce formal structure and working of various departments in hospitals.

Unit –I : Hospital as a organization, types of hospitals, various services provided by hospitals. Overall scenario of hospitals in India, challenges of hospital Management, Nature and scope of hospital management.

Unit –II

Introduction to various diseases and management procedure, Medical terminologies for common procedures, introduction to instruments used in hospitals and their significance, introduction to common pathological, radiological and other investigation techniques.

Unit–III

Outpatient services, Accidental and emergency services, operation theatre and ICU management, laboratory services, radio diagnosis and imaging services, Pharmacy services

Unit–IV

In patient services, Nursing services organization and administration, Ward management and nursing care, role of housekeeping services in overall satisfaction and patient recovery

Unit -V

management of housekeeping services, canteen, laundry and other allied services management.

Learning Outcome:

After completing this course student should be able to understand features of management and should be able to relate the concept with practical aspects of hospital management. This will enhance patient turnover, patient satisfaction and other efficiency related aspects of hospitals leading to smooth hospital management and organizational decision making.

Suggested Readings:

1. S.L. Goel, Healthcare Management and Administration, Deep & Deep Publications Pvt. Ltd. New Delhi, 2010.
2. Srinivasan, A.V. (ed.), Managing a Modern Hospital, Chapter 12, Response Books, New Delhi, 2009.
3. Encyclopedia of Bio-medical Ethics – Two Volumes.
4. Joydeep Dasgupta, 2015, Hospital Administration & Management
5. B. M. Shankar, 2008, Principles of hospital administration and planning. Japee publication.

M. B. A. IV Semester
Functional Electives V (Hospital Management) GROUP E
MEDICAL LEGAL TERMINOLOGIES
COURSE CODE: IV/137-1/DSE/E7

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

Learning Objectives: The Hospital being a part of the larger socio political set up the student will be exposed to the legal and ethical issues pertaining to the Hospitals.

Unit –I

Establishment, Registration and Regulation of Health Care Organization: Registration and Regulation of Healthcare organization under Maharashtra Private Medical Care Establishment Act 2002; Formation of Health care Organization under Partnerships and Corporate basis (private and public) and compliance with Medical Council of India Act. Legal remedies available to patients. Remedies under contract law, tort, criminal law and consumer protection act. CP Act, RTI.

Unit –II

Hospitals and Labour Enactments: Hospital as an Industry – Unrest in Hospitals – Dispute Settlement Mechanism, Arbitration, Conciliations and Adjudication of Disputes; Role of Trade Unions, Unfair Labour Practices and Victimization – Disciplinary Actions – Requisitions of a valid disciplinary enquiry – Service Conditions – Retrial benefits – Social Security and Insurance.

Unit–III

Hospital Services and Law: Contractual obligations in Hospital Services – Requisites of a valid contract – duties towards patients by medical and Para-medical staff –MCI Guidelines,

Unit–IV

Medico Legal Issues: Police Investigation – Giving evidence – Court deliberations organ transplantation

Unit–V

Euthanasia (mercy killing) – Diagnosis, prescriptions and administration of drugs – Post treatment serves – Anesthesia, Surgery and sale of drugs.

Learning Outcome:

After completing this course student should be able to understand features of medical terminologies enhancing their coordination with doctors for smooth hospital management and organizational decision making.

Suggested Readings:

6. S.L. Goel, Healthcare Management and Administration, Deep & Deep Publications Pvt. Ltd. New Delhi, 2010.
7. Srinivasan, A.V. (ed.), Managing a Modern Hospital, Chapter 12, Response Books, New Delhi, 2009.
8. Encyclopedia of Bio-medical Ethics – Two Volumes.

M. B. A. IV Semester
Functional Electives VI (Tourism and Hospitality Management) Group F
TOURISM PRODUCTS OF INDIA
Course Code: IV/137-1/DSE/F4

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

Learning Objectives: The course aims to study different tourism locations of India and to understand their importance.

Unit I: Tourism Product

Definition, Concept & Classifications, Nature & Characteristic of India's, Tourism Products: Seasonality & Diversities. Heritage - Indigenous, Colonial, Handicrafts of India, Craft Meals. Fairs & Festivals of Social & Religious importance.

Unit II: Performing Arts of India

Forms & Types, Classical Dances. Folk Dances of different Regions & Folk Culture. Indian Music: Different Schools, Status of Indian Vocal & Instrumental Music, Indian Music abroad. Indian Museums. Art Galleries. Libraries & their Location, assets & characteristic, Indian cuisine: Regional variations.

Unit III: National Parks & Wildlife Sanctuaries

Locations, Accessibility, Facilities, Amenities, Unique Selling Propositions (USP), Dachigam National Park, Corbett National Park, Ranthambore National Park, Hazaribag National Park, Simlipal National Park, Bhitarkanika National Park, Bandhavgarh & Kanha National Park, Bandhavgarh National Park, Mudumalli National Park, Periyar National Park, Nilgiri Biosphere Reserve.

Unit IV: Hill Stations

Locations, Accessibility, Facilities, Amenities, Unique Selling Propositions (USP), Gulmarg, Kullu & Manali, Shimla, Mussoorie, Nainital, Panchmarahi, Mahabaleswar, Chikmanglaur, Coorg, Waynad, Munnar, Ooty, Kodiakanal, Arakku, Horsley Hills, Darjeeling, Gangtok, Shillong,

Unit V: Beach Resorts of India

Locations, Accessibility, Facilities, Amenities, Unique Selling Propositions (USP), Important Beaches in Gujarat, Maharashtra, Goa, Karnataka, Kerala, Tamil Nadu, Puducherry, Andhra Pradesh, Odisha, West Bengal, Lakshadweep, Andaman & Nicobar Islands. Major Hill Stations. Tourist potential of Himalayas:

Learning Outcome: After learning this course, the students become competent to guide tourist regarding various tourism locations of India and prepare tourism plan accordingly.

Suggested Readings:

1. Robinet Jacob, Indian Tourism Products, Abhijeet Publications, Delhi.
2. Basham, A.L., A Cultural History of India. Oxford University Press, USA
3. Stephen Ball, Encyclopedia of Tourism Resources in India, Butterworth –Heinemann.
4. Manoj Dixit, Tourism products. New Royal Book Co., Lucknow.
5. Norman Douglas. Ed., Special Interest Tourism, John Wiley & Sons, Australia.
5. Robinet Jacob, Indian Tourism Products, Abhijeet Publications, Delhi.

M. B. A. IV Semester
Functional Electives VI (Tourism and Hospitality Management) Group F
EVENT MANAGEMENT
Course Code: IV/137-1/DSE/F5

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

Learning Objectives: The course aims to study different event management programs and to prepare event plan and event execution accordingly.

Unit I: Event Planning

Introduction to Event Planning, Event Planning Principles, Key Competencies. Pre-event responsibilities, Legal issues. Negotiations, The Uniform Commercial Code, The International Contractual Consideration, Ethics.

Unit II: Budgeting Events

Budget Preparation, Estimating fixed & variable cost. Cash flow, Measures of financial performance, financial controls, risk management.

Unit III: Event Operations

Registration. Seating Arrangements, Documentation, Press Relations, Audio-Visual Arrangements, Use of Films, Videos, CDs, etc., Videoconferencing. Service quality management.

Unit IV: HR Dimension of Events

Interactions in event service management, event service and programme quality gaps, human resource planning process for events.

Unit V: Marketing Dimension of Events

The marketing mix for events, segment variables, customers decision making process for events. Event packaging. Practical exposure to different events.

Learning Outcome: After learning this course, the students become competent to plan and execute event programs according to the need of event and customers.

Suggested Readings:

1. Coleman, Lee & Frnkle, Powerhouse Conferences, Educational Institute of AH &MA.
2. Hoyle, Dorf & Jones, Meaning Conventions & Group Business, Educational Institute of AJ MA.
3. Meetings, Conventions & Expositions - An Introduction to the Industry Rhonda Montgomery, Ph.D. & Sandra K. Strik. Publishers - Van Nostard Reinhold, An International Thomson Publishing Co.

M. B. A. IV Semester
Functional Electives VI (Tourism and Hospitality Management) Group F
TRAVEL AGENCY & TOUR OPERATIONS MANAGEMENT
Course Code: IV/137-1/DSE/F6

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

Learning Objective: The course aims to study different travel agencies and their tour operations.

Unit I: Introduction to Tour Agency

History & Growth of Travel Agency Business, Emergence of Thomas Cook & American Express, Emergence of Travel Intermediaries, Indian Travel Agents & Tour Operators. Interplay of Push & Pull Factors.

Unit II: Travel Agents & Tour Operators

Differentiation and Interrelationship. Functions and Organisational Structures of Travel Agency and Tour Operators. Linkages of Tour Operation Business with Principal Suppliers, Government and Other Agencies. Incentive and Concessions Applicable to Tour Operators in India.

Unit III: How to Set up Travel Agency/Tour Operation Business

Sources of Funding, Comparative Study of Various Type of Organisation, Government Rule of Getting Approval, IATA Rules, Regulations and Accreditation, Documentation, Sources of Earning: Commissions, Service Charges etc.

Unit IV: Itinerary Preparation

Meaning, Importance and Types of Itinerary - Resources and Steps for Itinerary Planning - Do's and Do Not's of Itinerary Preparation Tour Costing: Tariffs, FITS & GITS. Confidential Tariff. Packaging: Types and Forms of Package Tour.

Unit V: Travel Documentation

Familiarization with TIM (Travel Information Manual), Passport & VISA- Meaning, Types, Procedures, Validity, Necessary Information to fill the Passport and VISA Form for Issuance, Health Certificates, Currency, Travel Insurance, Credit & Debit Card, customs, currency, baggage and airport information.

Learning Outcome: After learning this course, the students become competent to develop travel agency and they can manage tour operations efficiently.

Suggested Readings:

1. D.L. Foster , The Business of Travel agency Operation & Administration
2. Malik, Haris & Chatterjee, Indian Travel Agents
3. J.M.S. Negi, Travel Agency & Tour Operatiuons: Concepts & Principles
4. C.Y. Gee, Travel Industry
5. Yale P, The Business of Tour Operations

M. B. A. IV Semester
Functional Electives VI (Tourism and Hospitality Management) Group F
TOURISM ECOSYSTEM

Course Code: IV/137-1/DSE/F7

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

Learning Objectives: The course aims to study different parts of tourism ecosystem.

Unit I: Concept of Sustainable Development

Evolution, Meaning, Principles, Key Dimensions of Sustainability, Stockholm Conference 1972 (Human & Environment), World Conservation Union 1980 – World Commission on Environment & Development (WCED) 1987 and Brundtland Commission - Rio Declaration 1992 – Kyoto Protocol 1997 – World Summit on Sustainable Development (WSSD) 2002 - Global Warming & Climate Change.

Unit II: Sustainable Tourism Development

Meaning- Principles - 10 Rs-Agenda for Travel and Tourism Industry - World Conference on Sustainable Tourism 1995 - Globe 90 Conference - Berlin Declarations - Bali Declarations 2005 - Cape Town Declarations 2002 and Kerala Declarations, Ecotourism- Quebec Declaration 2002 - Kyoto Protocol 1997 - Oslo Declaration 2007.

Unit III: Planning for Sustainable Tourism

Topographical Analysis - Analysis of Local Resources – Land Use Pattern – Environmental Impact Assessment (EIA), Environmental Information System (EIS), Environmental Management System (EMS) & Community Participation and Types of Community Participation and Socio- Economic and Cultural Conditions - Evaluation of Impact of Tourism Site - Zoning System - Carrying capacity & its Type

Unit IV: Approaches of Sustainable Tourism

Standardization and Certification – Alternative Tourism - Responsible Tourism - Collaboration and Partnership - Waste Management – Eco-friendly Practices - Basic Laws & ideas in Ecology- Function and Management of Ecosystem-Biodiversity and its Conservation-Pollution-Ecological Foot Prints - Relationship between Tourism & Ecology, Sustainable Tourism and Poverty Alleviation - Pro-poor Tourism and Community Participation.

Unit V: Eco- tourism

Evolution, Principles, Trends. Functions of Ecotourism - Mass Tourism Vs Ecotourism - Typology of Eco-tourists - Ecotourism Activities & Impacts -Western Views of Ecotourism. Eco- tourism travel essentials. Eco- tourism and protected areas: visitor management for sustainability. Major Eco tourism destinations of India.

Learning Outcome: After learning this course, the students become competent to plan and manage travel agency and they can manage tour operations with the assistance of different parts of tourism ecosystem.

Suggested Readings:

1. Inskeep, E. Tourism Planning: An Integrated and Sustainable Development Approach, New York: Van Nostrand Reinhold.
2. Ritchie, J.R. & Crouch, I.G. Competitive Destination –A Sustainable Tourism Perspective, CABI Publishing, UK.
3. Mowforth, M. and Munt, I. Tourism and Sustainability. Development and New Tourism in the Third World. Routledge, London.
4. Middleton, V.T.C and Hawkins, R. Sustainable Tourism: A Marketing Perspective, Butterworth – Heinemann, Oxford.
5. Weaver, D. , The Encyclopedia of Ecotourism, CABI Publication, UK.
6. Wahab, S and John J. Pigram, J.J. Tourism, Development and Growth: The Challenge of Sustainability, Routledge, London.

M. B. A. IV Semester
Functional Electives VII (Operations) Group G
SOURCING MANAGEMENT
Course Code: IV/137-1/DSE/G4

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

Learning Objectives:

The objective of the course is to equip the candidate with Advance quality tools required to perform the role as a manager. This will enable him to do analytical evaluation and arrive at logical conclusions & inferences to the decisions.

Unit I: Estimating the Requirement: Material Requirement Planning - Techniques of material planning - MRP -II- concept of ERP, Input and Output MRP system, Bill of Material, BOM explosion- materials flow in MRP

Unit II: Exploring vendors and ordering requirement: Role of Purchase department- purchase cycle- Negotiation and Bargaining- vendor relations- purchase methods. Sales functions,

Unit III: Vendor relations: vendor audit, evaluation of vendors, managing quality at vendors, inspection, and receipt of material,

Unit IV: Purchase order, billing, payment and taxation, input tax credit. Numerical examples.

Unit V: Recent practices: government as buyer, tendering process, commercial and technical requirement, purchasing practices in Private organizations, legal framework for purchasing.

Learning Outcome:- Student will be able to understand dpurchasing practices in professional organizations.

Books recommended :-

1. Buffa E.S. Modern Production Management, John Wiley, New York; 1973
2. Aswathappa K & Shridhara Bhat K.: Production and Operations Management, Himalaya Publishing House, Mumbai, 2009
3. Elwood S. Buffa & Rakesh K. Sarin: Modern Production/Operations Management, Wiley Edition, 2009
4. Chunawalla & Patel: Production and Operations management, Himalaya Publishing House, Mumbai, 2009

M. B. A. IV Semester
Functional Electives VII (Operations) Group G
ADVANCE OPERATIONS RESEARCH
Course Code: IV/137-1/DSE/G5

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

Learning Objectives: The objective of the course is to develop skills of applying dynamic programming, scheduling and sequencing skills with the help of operational optimization techniques.

Unit I: Optimization Techniques

Optimization Techniques, Model Formulation, models, General L.R Formulation, Simplex Techniques, Sensitivity Analysis, Inventory Control Models.

Unit II: Linear Programming Problems: Advanced techniques

Formulation of a LPP - Graphical solution revised simplex method - duality theory – dual simplex method - sensitivity analysis - parametric programming.

Unit III: Nonlinear programming problem: Advanced techniques

Nonlinear programming problem - Kuhn-Tucker conditions min cost flow problem - max flow problem - CPM/PERT

Unit IV: Scheduling and sequencing

Scheduling and sequencing - single server and multiple server models - deterministic inventory models - Probabilistic inventory control models - Geometric Programming.

Unit V: Operations Models

Competitive Models, Single and Multi-channel Problems, Sequencing Models, Dynamic Programming, Flow in Networks, Elementary Graph Theory, Game Theory Simulation.

Learning Outcome: After learning research methodology course, learners will be able to Students should able to apply the dynamic programming to solve problems of discrete and continuous variables and to apply the concept of non-linear programming and sensitivity analysis. Students should able to carry out and Student should able to model the real world problem and simulate it.

Reference Books:

- 1) H.A. Taha, Operations Research, An Introduction, PHI, 2008
- 2) H.M. Wagner, Principles of Operations Research, PHI, Delhi, 1982.
- 3) J.C. Pant, Introduction to Optimisation: Operations Research, Jain Brothers, Delhi, 2008
- 4) Hitler Libermann Operations Research: McGraw Hill Pub. 2009
- 5) Pannerselvam, Operations Research: Prentice Hall of India 2010
- 6) Harvey M Wagner, Principles of Operations Research: Prentice Hall of India 2010

M. B. A. IV Semester
Functional Electives VII (Operations) Group G
TOTAL QUALITY MANAGEMENT
Course Code: IV/137-1/DSE/G6

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

Learning Objectives:

1. To facilitate understanding of Quality management principles and process.
2. To enhance understanding regarding framework of TQM and allied segments.

Unit I: Introduction

Need for quality; Evolution of quality; Definition and dimensions of quality; Basic concepts and framework of TQM; Contributions of Deming, Juran; Barriers to TQM; Customer focus, customer orientation, customer satisfaction, customer complaints, customer retention; cost of quality

Unit II: TQM Principles

Leadership; strategic quality planning; Employee involvement – motivation, empowerment, team and teamwork; Quality circle recognition and reward; Performance appraisal; Continuous process improvement; PDCA cycle; 5S; Kaizen; Supplier partnership – partnering, supplier selection, supplier rating

Unit III: TQM Tools and Techniques – I

The seven traditional tools of quality; New management tools - Six sigma; Benchmarking

Unit IV: TQM Tools and Techniques – II

Control charts – process capability; Concepts of Six Sigma – Quality Function Development (QFD) – Taguchi quality loss function – TPM – Concepts, improvement needs – Performance measures.

Unit V: QUALITY SYSTEMS 9 Need for ISO 9000 – ISO 9001-2008 Quality System – Elements, Documentation, Quality Auditing – QS 9000 – ISO 14000 – Concepts, Requirements and Benefits – TQM Implementation in manufacturing and service sectors.

Learning Outcomes: After successful completion of this course, students will be able to:
The student would be able to apply the tools and techniques of quality management to manufacturing and services processes.

References:

1. James R. Evans and William M. Lindsay, “The Management and Control of Quality”, 8th Edition, First Indian Edition, Cengage Learning, 2012.
2. Suganthi.L and Anand Samuel, “Total Quality Management”, Prentice Hall (India) Pvt. Ltd., 2006.
3. Janakiraman. B and Gopal .R.K., “Total Quality Management – Text and Cases”, Prentice Hall (India) Pvt. Ltd., 2006.
4. Dale H. Besterfield, et al., “Total quality Management”, Pearson Education Asia, Third Edition, Indian Reprint 2006.

M. B. A. IV Semester
Functional Electives VII (Operations) Group G
RECENT TRENDS IN OPERATIONS MANAGEMENT
Course Code: IV/137-1/DSE/G7

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

Learning Objectives:

Provide the student with analytical skills to utilize operations management metrics and technological applications to enhance the effectiveness of inventory, quality and other aspects of operations management.

Unit I:

Just in time- concept, evolution, objective, advantages, principles, factors and JIT implementation program.

Unit II:

Value Engineering, value analysis, Value buying, value analysis-checklist, the process of value analysis

Unit III:

Total quality management, TQM for customer satisfaction and business effectiveness, Factors of total quality management, Total productive maintenance, other tools in Japanese quality standard

Unit IV:

Quality, quality management tools, Variability, process control charts, pareto analysis, acceptance sampling, Six Sigma, ISO series of standards.

Unit V:

Lean Manufacturing, Pull manufacturing system and lean manufacturing, characteristics of lean manufacturing, cellular manufacturing, simulations.

Learning Outcome: At the end of this course student is expected to learn recent trends in operations management and use them for better efficiently in operations resulting in better financial performance.

Book References:

1. B.S. Goel, production operations management, Pragati Publication, Meerut
2. J. P. Saxena, Production and Operations Management, Tata McGraw Hill, New Delhi
3. P. Ramamurthi, Production and operations Management, New Age international Publisher, New Delhi
4. Buffa E.S. Modern Production Management, John Wiley, New York; 1973
5. Aswathappa K & Shridhara Bhat K.: Production and Operations Management, Himalaya Publishing House, Mumbai, 2009