

SANT GADGE BABA AMRAVATI UNIVERSITY GAZETTE



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PART- TWO

Thursday, the 15th September, 2022

NOTIFICATION

No. 129/2022

Date : 15/09/2022

Subject : Implementation of New Syllabi of Semester-I & II of Master of Business Administration

It is notified for general information of all the concerned that , the authorities of the University have accepted the syllabi of Semester-I & II of Master of Business Administration from the Academic Session 2022-2023 and onwards which is appended herewith as Appendix-A

Sd/-
(Dr. Tushar Deshmukh)
Registrar,
Sant Gadge Baba Amravati University

**Syllabus prescribed for
 MBA Semester – II
 Business Communication**

Course Outcomes: On successful completion of the course the learner will be able to

CO	COURSE OUTCOMES
1	Demonstrate students to verbal and non-verbal communication ability to solve workplace communication issues.
2	Create and deliver effective business presentations, using appropriate tools.
3	Draft effective business correspondence with brevity and clarity.
4	Develop the students for job market.

Unit-1

Significance of Verbal Communication- Need of Communication Skills for Managers, Channels ,forms and dimensions of communication, Non-Verbal communication, Principles of non-verbal communication - through clothes and body language, Barriers of communication and how to overcome barriers.

Unit-2

Presentation skills: Principles of Effective Presentations, Planning, Structure and Delivery, Presentation Style, Tools used to make Presentation impactful, Dynamics of group presentation and individual presentation. Just-a-Minute Presentation, Listening Skills, Negotiation Skill.

Unit-3

Do's and Don'ts of Business Writing: Business correspondence, Report Writing, Email Etiquette, Resume Writing. Meetings - Meeting and Boardroom Protocol - Guidelines for planning a meeting, Case Analysis.

Unit-4:

Interview Techniques- Essentials of placement interviews, web /video conferencing, telemeeting, Preparation for Interview, Group Discussions-Do's and Don'ts of GD, mock GD's on 2 topics.

Suggested Readings:

- 1) Business Communication for Managers, Payal Mehra, Pearson Education India; Second edition.
- 2) Business Communication, Asha Kaul, Prentice Hall India Learning Private Limited
- 3) Business Communication Today, Bovee C L et. al., Pearson Education
- 4) Business Communication, P.D. Chaturvedi, Pearson Education.
- 5) Business Communication, T N Chhabra, Bhanu Ranjan, Sun India
- 6) Verbal and Non-Verbal Reasoning, Prakash, P, Macmillan India Ltd., New Delhi
- 7) Objective English, Thorpe, E, and Thorpe, S, Pearson Education, New Delhi

Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO	COURSE OUTCOMES
1	Develop an understanding of the underlying concept, theories and strategies involved in the marketing of product and services.
2	Capable to apply the three steps of target marketing: market segmentation, target marketing, and market positioning.
3	Able to evaluate different distribution channel options and their suitability for the company's product.
4	Develop a suitable promotion mix (advertising, sales promotion, public relations, personal selling, and direct marketing etc.) for the product.

Unit I:

Introduction to Marketing Management: Definition, Marketing Process, Understanding the Market Place and Consumer needs, Markets, Marketing Mix, Marketing Department Organisation.

Analyzing Marketing Environment, and Competition: Company's Micro Environment, Macro Environment, Economic, Technological, Political, Cultural Environment, Responding to the Marketing Environment, Competition – Designing Business Portfolio, Strategic Planning, Growing Share of Customer.

Unit II:

Consumer Behaviour: Model of Consumer Behaviour; Characteristics Affecting Consumer Behaviour, Buying Decision Process, Business Buyer Behaviour.

Market Segment and Target Segment: Basis of Segmentation, Segmenting Consumer and Business Markets, Evaluating and Targeting Business Segment, Requirements of Effective Segmentation.

Product Decisions: Product and Services, Classification, Product Mix, Product Line Decisions; Product Life Cycle - Stages and Strategies.

Branding: Brand Equity, Building Brands and Managing Brands.

Unit III:

Physical Distribution Decisions: Supply Chain Channel Behaviour and Organisation.

Channel Distribution: Selecting Channel Members, Managing and Motivating Channel Members, Evaluating.

Channel for Industrial Product: Channel Members, Specialty, Evaluation of Channel Members.

Pricing: Concept, Patterns Affecting Price, Pricing Approach, Pricing Strategies, Price Adjustment Strategies.

Unit IV:

Promotion: Concept, Promotion Mix.

Advertising: Objectives, Budget, Strategy, Evaluating Advertising.

Sales Promotion: Concept, Objective, Major Tools Developing Sales Promotion Program.

Public Relation: Role & Impact, Tools.

New Product Development: Process, Stages.

Suggested Readings:

1. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson
2. Marketing Management, Rajan Saxena, TMGH
3. Marketing, Lamb Hair Sharma, Mc Daniel, Cengage Learning
4. Introduction to Marketing, Adrian Palmer, 3rd Edition, Oxford Publishing,
5. Marketing Management – Indian Context with Global Perspective, V S Ramaswamy & S Namakumari, 5th Edition, Mc Graw Hill India
6. Principles of Marketing: A South Asian Perspective, 13e – Kotler – Pearson
7. Marketing Management – Arunkumar N. Meenakshi – Vikas Publishing
8. Basics of Marketing Management – R.B. Rudani S. Chand & Company Ltd.
9. Marketing –Varma & Duggal – Oxford University Press.
10. Marketing Management – Stanton – McGraw Hill.

Corporate Finance

Course Outcomes: On successful completion of the course the learner will be able to

CO	COURSE OUTCOMES
1	Aware of the basic concepts related to financial management, various techniques and tools to manage finance function.
2	Gaining the knowledge of principles and concepts used in financial decision making and familiarizing the students with the valuation of firm.
3	Able to find out the best course of action among several financial options with the technique of capital budgeting and restructuring.
4	Assessing the impact of corporate investment decisions in financing of working capital needs and the long term capital needs of the business organization.

Unit I: Conceptual Framework of Finance

Financial Management: An Overview Finance and Related Disciplines; Scope of Financial Management; Basic Principles of Financial Decisions, Primary Objective of Corporate Management; Agency Problem; Organization of Finance Function; and Emerging role of Finance Managers in India.

Financial Planning: Introduction, Objectives, Benefits, Guidelines, Steps in Financial Planning, Factors Affecting Financial Planning, Estimation of Financial Requirements of a Firm, Capitalization.

Time Value of Money: Introduction, Rationale, Future Value, Discounting or Present Value Techniques, Compounding Techniques and Doubling Period.

Valuation of Bonds and Shares: Introduction, Intrinsic Value, Book Value, Valuation of Bonds and Valuation of Shares.

Unit II: Valuations of the Firm Decisions

Leverage: Introduction of Operating and Financial Leverage, Measurement of Leverages, Effects of Operating and Financial Leverage on Profit, Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage.

Sources of Finance: Introduction of Financial Instruments, Types of Capital, Long term Medium Term and Short Term Financing.

Cost of Capital: Introduction of Cost of Capital, Significance of Cost of Capital, Calculation of Cost of Debt, Cost of Preference Capital, and Cost of Retained Earnings, Combined Cost of Capital (Weighted/Overall).

Capital Structure: Introduction and Features of an Ideal Capital Structure, Factors Affecting Capital Structure, Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining Capital Structure in Practice.

Unit III: Corporate Investment Decisions

Capital Budgeting: Importance of Capital Budgeting, Complexities Involved in Capital Budgeting Decisions, Capital Budgeting – Nature of Investment Decisions – Investment Evaluation Criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR Comparison.

Risk Analysis in Capital Budgeting: Introduction, Types and Sources of Risk in Capital Budgeting, Risk Adjusted Discount Rate, Certainty Equivalent Approach.

Capital Rationing: Introduction, Types, Steps Involved in Capital Rationing, Various Approaches to Capital Rationing.

Corporate Restructuring: Introduction, Scope and Objectives Corporate Restructuring, Important Forms of Corporate Restructuring, Mergers and Acquisitions and Take-Over's-Types of Mergers, Motives for Mergers, Principles of Corporate Governance.

Unit IV: Management of Liquidity

Working Capital Management: Introduction, Components of Current Assets and Current Liabilities, Concepts of Working Capital, Objective of Working Capital Management, Need for Working Capital, Operating Cycle, Determinants of Working Capital, Approaches for Working Capital Management, Estimation of Working Capital.

Dividend Policies: Issues in Dividend Decisions, Relevance Theory, Walter's Model Gordon's Model, Irrelevance Theory, M-M hypothesis, Dividend Policy in Practice, Forms of Dividends, Stability in Dividend Policy, Corporate Dividend Behaviour.

Receivable Management: Introduction, Costs Associated with Maintaining Receivables, Credit Policy Variables, Evaluation of Credit Policy.

Behavioral Finance: Introduction, Scope and Objectives Behavioral Finance, Behavioral Finance Concepts, Biases Studied in Behavioral Finance.

Suggested Readings:

1. Khan, M.Y & Jain, P.K.: Financial Management; Tata McGraw Hill, New Delhi, 2008.
2. Pandey, I. M.: Financial Management; Vikas Publishing House, New Delhi, 2005.
3. Chandra, Prasana: Financial Management; Tata McGraw Hill, New Delhi, 2008.
4. Brealey and Meyers: Principles of Corporate Finance: Tata McGraw Hill, New Delhi, 2008.
5. Keown, Martin, Petty and Scott (Jr): Financial Management: Principles and Applications; Prentice
6. Hall of India, New Delhi, 2002.
7. Gitman, L.J: Principles of Managerial Finance; Addison Wasley, 2009.
8. Vanhorne, James C: Financial Management and Policy; Prentice Hall of India, New Delhi, 2002.
9. Kishore Ravi, M: Financial Management; Taxman, 2006.
10. Preeti Singh, FUNDAMENTALS OF FINANCIAL MANAGEMENT, Ane, 2011.
11. Shashi K. Gupta and R.K. Sharma, Financial Management, Kalyani Publications
12. V.K. Saxena and C.D.Vashist , Basics of Financial Management S. Chand and Sons.
13. Kishore Ravi, M: Financial Management; Taxman, 2006.
14. Dr. Mahesh Abale & Dr. Shriprakash Soni, Financial Management, Himalaya Publishing House Pvt. Ltd
15. Dr. V. R. Palanivelu, Financial Management, S. Chand Publication.

Research Methodology

Course Outcomes: On successful completion of the course the learner will be able to

CO	COURSE OUTCOMES
1	This course is designed to consider modern days marketing condition.
2	The business organisations which are intend to know buyers response, to know market, to know what external forces are, and to design effective marketing strategies.
3	Examine the various facets of a research problem and Illustrate the relevant aspects of the research process from a data driven decision perspective.
4	Derive inferences by applying various techniques of interpretation and be and write various types of research reports.

Unit I:

Marketing Research: Purpose, Nature and Scope, Process, Defining the Problem and Determining the Research Objectives,

Literature Review: Assessing and Managing Sources of Information and Scholarly Literature.

Research Design: Concept, Types, Important Experimental Design.

Unit II:

Measurement and Scaling: Qualitative and Quantitative Data, Classification, Scaling Techniques,

Data Collection Tools: Questionnaire Design, Case Study Method, Attitude Measurement Techniques, Non Disgusted Methods of Data Collection, Marketing Research Agencies.

Unit III:

Sampling and Sample Design: Sample Plan and Size, Field Work/ Survey, Data Quality Issues, Data Preparation.

Descriptive Statistics: Measure of Central Tendency, Measure of Dispersion, Measure of Relationship, Covariance, Correlation Coefficient.

Unit IV:

Hypothesis Testing: Concept, Test Statistics, Hypothesis Testing For Difference of Two Means Proportion/ Variances, Chi - Square Test.

Analysis of Variance: One Way, Two Way Anova.

Research Proposal: Purpose, Nature and Evaluation - Content and Format - Practical Consideration - Timeliness - Budget - Data Analysis Software.

Suggested Readings:

1. Marketing Research, S. L. Gupta, Excel Books
2. Marketing Research, G. C. Beri, Tata McGraw-Hill Education
3. Basic Marketing Research, Naresh K. Malhotra, Mark Peterson, Pearson
4. Marketing Research, A. Parasuraman, Dhruv Grewal, Dreamtech Press
5. Research Methodology, C. R. Kothari, New Age Publication
6. Business Research Methods, Donald Cooper & Pamela Schindler, TMGH.
7. Business Research Methods – S L Gupta & Hitesh Gupta- McGraw Hill
8. “Research Methodology”, Panneerselvam, Prentice Hall India
9. Business Research Methods, William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning
10. Approaches to Social Research, Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Oxford University Press
11. Research Methods: The Basics, Nicholas S. R. Walliman, Nicholas Walliman, Routledge,
12. Alan Bryman and Emma Bell, “Business Research Methods “, Oxford Publication
13. Business Research Methods by Brayman & Bell – Oxford University Press
14. Research Methodology- Prashant Sarangi –Taxmann Publications.
15. Business Research Methods – Naval Bajpai - Pearson

Production and Operation Management

Course Outcomes: On successful completion of the course the learner will be able to

CO	COURSE OUTCOMES
1	Equip students with process of planning, organizing and controlling activities of production.
2	Educate them on resources system used for transforming raw materials in to value added products.
3	Explain the students various dimensions of production planning and control and their inter-linkages with forecasting.
4	Students can measure performance related to productivity and will be able to conduct basic industrial engineering study on men and machines.

Unit I:

Production and Operation Function: Function, Nature, and Scope Types, Difference between Manufacturing and Service Operation, Interface with other Functional Areas.

Production System: Types, Application, Process Selection and Facility Layout, Production Location Decision.

Production Planning and Control: Objective, Function, Strategy, Sequencing Model.

Unit II:

Demand Forecasting: Need, Type, Technique.

Materials Management: Material Requirement Planning, Process, Purchase Management, Stores Management.

Inventory Control: Concept, Type, Models- Basic Model, Price Discount Model, Safety Stock, Reorder Level, ABC Analysis.

Unit III:

Supply Chain Management: Concept, Function, Chain Partners Management, Lean Vs Agile Supply Chain.

Aggregate Planning: Concept, Process, Approach, Master Production Schedule.

Capacity Planning: Concept, Process, Approaches, Line Balancing.

Quality Control: TQM, ISO - 9000, Charts.

Unit IV:

Work Study: Concept, Approaches and Scope.

Method Study: Objective and Method.

Process Chart: Man – Machine - Material, Two Hands Multiple Activity Chart, Micro - Motion Charts.

Work Measurement: Concept, Calculation of Standard Time, Work Sampling.

Suggested Reading:

1. Industrial Engineering and Production Management, Martand Telsang, 2nd Rev Edn 2006 edition, S Chand Publications.
2. Operations Management Theory & Practice, B.Mahadevan, Pearson.
3. Purchasing and Materials Management, P. Gopalakrishnan, 1st Edition, McGraw Hill Education.
4. Procurement and Principles Management, Peter Baily, Barry Crocker, David Farmer, David Jessop, 11th Edition, Pearson Education.
5. Production & Operations Management 3e –Kanishka Bedi–Oxford University Press.
6. Production & Operations Management–K. Ashwathappa & K. Shridhar Bhat- Himalaya Publications.
7. Production & Operations Management–S.N. Chary–Tata McGraw Hill.
8. Production & Operations Management - N.G. Nair–Tata McGraw Hill.
9. Production and Operations Management, R B Khanna, PHI, New Delhi.
10. Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson.

Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO	COURSE OUTCOMES
1	Introduce the basic concepts, Principles, Functions & processes of Human Resource Management.
2	Students are aware about the role, functions and functioning of human resource department of the organizations

UNIT I: Introduction of Human Resource Management & Acquisition:

HRM Concept, Scope and Importance, HR as a Factor of Competitive Advantage, Competencies & Role of HR Manager, Manpower Planning, Job analysis-Job Description-Job Specification, Recruitment, e - recruitment strategies, Selection, Induction and Career Planning

UNIT II: Performance, Training Compensation Management:

Performance Management Concept, Methods of Performance Evaluation, Promotion, Demotion, Transfer and Separation, Training process & Methods, Management Development Techniques, Protégé relationships. Job Evaluation, Basics & Components of Compensation, Compensation Management,

Unit III: International HRM and Emerging Horizons of HRM:

Concept, Importance, and Models of International HRM; Challenges of International HR Managers, E-HRM, Human Resource Information System, Human resource accounting and audit.

Unit IV: Communication by HR:

Employee file maintenance; Drafting Interview Letter, Offer Letter, Appointment Letter, Promotion Letter, Transfer Letter, Appreciation Letter, reprimand letter, termination letter, Notice, Circular and Memo.

Suggested Readings:

1. Personnel and Human Source Management by P. Subba Rao, 5th Edition, Himalaya Publication House.
2. Human Resource Management Text and Cases by K. Ashwatappa, 6th Edition Tata McGraw-Hill Education.
3. Essentials of Human Resources Management by Indranil Mutsuddi, New Age Publication.

Entrepreneurship

Course Outcomes: On successful completion of the course the learner will be able to

CO	COURSE OUTCOMES
1	Explore entrepreneurial path and acquaint them with the essential knowledge of starting new ventures.
2	Students will learn tools and techniques for generating, testing and developing innovative startup ideas into successful enterprise.

Unit I: Foundations of Entrepreneurship Development

Concept and Need of Entrepreneurship Development, Concepts of Entrepreneur, Intrapreneur/Corporate Entrepreneur comparative study, Entrepreneurship Career opportunities, Entrepreneurship as a style of management, The Entrepreneur's Role, Task and Personality, Entrepreneurship in emerging economies.

Unit II: Idea Generation

Definition of Innovation, Invention, Creativity, Identification of profitable pain points, Idea evaluation & validation methods, Opportunity recognition and entry strategies: New product, Franchising, Partial Momentum, Sponsorship and Acquisition, The Strategic Window of Opportunity: Scanning, Positioning and Analyzing.

Unit III: Business Planning Process

Types of Entrepreneurial Venture and the Entrepreneurial Organization, The business plan as an entrepreneurial tool, elements of Business Plan, Market Analysis, Development of product/idea, Critical risk contingencies of the proposal and its management Scheduling, Role of the following Govt. Agencies in the Entrepreneurship Development

Unit IV: Project Management and Role of Government

Technical, Financial, Marketing Personnel and Management feasibility Reports, Project financing: Debt, Venture Capital Funding, Angel Capitalist, Role of Central Government and State Government in promoting Entrepreneurship with various incentives, subsidies, grants etc.

Suggested Readings:

1. Dynamics of Entrepreneurship Development – Vasant Desai.
2. Entrepreneurship: New Venture Creation – David H. Holt
3. Entrepreneurship Development New Venture Creation – Satish Taneja, S.L.Gupta
4. Project management – K. Nagarajan.
5. Entrepreneurship: Strategies and Resources – Marc J. Dollinger
6. Innovation and Entrepreneurship – Peter F. Drucker
7. New Vistas of Entrepreneurship: Challenges & Opportunities – A. Sahay, M.S.Chhikara
8. Entrepreneurship and Small Business Management – Siropolis
9. The Entrepreneurial Connection - GurmeetNaroola
10. Corporate Entrepreneurship – Vijay Sathe
11. Make The Move: Demystifying Entrepreneurship – Ishan Gupta, RajatKhare
