

Swami Ramanand Teerth Marathwada University, Nanded
Sub-Centre, Latur

MBA SYLLABUS FROM THE ACADEMIC YEAR 2009-10

MBA I Sem.- I		MBA I Sem.- II	
Paper No	Subjects	Paper No	Subjects
101.	Management Accounting	201.	Marketing Management
102.	Organizational Behavior	202.	Financial Management
103.	Managerial Economics	203.	Human Resource Management
104.	Statistics in Management	204.	Production Management
105.	Legal Aspects of Business	205.	Research Methodology
106.	IT & MIS	206.	Operations Research
107.	Managerial Communication-I 1/2	207.	Managerial Communication-II 1/2
108.	Perspective Management – 1/2	208.	Leadership Skills and Team Building – 1/2

Swami Ramanand Teerth Marathwada University, Nanded
Sub Centre Latur
MBA Syllabus from the Academic Year 2009-10

MBA II Sem III		MBA II Sem IV	
Paper No	Subjects	Paper No	Subjects
301	International Business	401	Strategic Management
302	Business Environment	402	Business Ethics
303	Introduction to Disaster Management	403	Research Project Work
Specialization A: Disaster Management		Specialization A: Disaster Management	
304 A	Disaster Management – Dynamics	404 A	Risk Assessment & Vulnerability Analysis
305 A	Natural Disasters	405 A	Disaster Preparedness
306 A	Man-Made Disasters	406 A	Recovery, Reconstruction and Rehabilitation
307 A	Disaster Response– ½	407 A	Disaster Medicine – ½
308 A	Summer Internship Report – ½	408 A	Community Based Disaster Management – ½
Specialization B: International Finance and Banking		Specialization B: International Finance and Banking	
304 B	Mergers & Acquisition	404 B	Fixed Income Securities
305 B	Security Analysis & Portfolio Mgt	405 B	International Finance
306 B	Financial Market & Institutions	406 B	Corporate Finance
307 B	Banking – ½	407 B	Insurance – ½
308 B	Summer Internship Report – ½	408 B	Derivatives – ½
Specialization C : Human Resource Management		Specialization C : Human Resource Management	
304 C	Human Capital – Management & Audit	404 C	International HRM
305 C	Training, Development and Compensation Management	405 C	Industrial Relations & Labor Legislations
306 C	Quantitative Techniques in HRM	406 C	Organization Change & Development
307 C	HR Admin – Application & Procedure– ½	407 C	Performance Appraisal & Talent Management– ½
308 C	Summer Internship Report – ½	408 C	Emerging Trends in HR – ½
Specialization D : Marketing Management		Specialization D : Marketing Management	
304 D	Marketing Research	404 D	International Marketing
305 D	Consumer Behavior	405 D	Integrated Marketing Communication
306 D	Brand Management	406 D	Services & Celebrity Marketing
307 D	Rural Marketing – ½	407 D	Distribution Management – ½
308 D	Summer Internship Report – ½	408 D	Supply Chain Management – ½

Swami Ramanand Teerth Marathwada University, Nanded
Sub-Centre Latur
MBA Syllabus from the Academic Year 2009-10

- Revised Syllabus for Master of Business Administration (M.B.A) for School of Management Sub centre Latur.
- M.B.A. Part I (First Year) Revised from June 2009-10.
- M.B.A. Part II (Second Year) Revised from June 2010-11.

(I) Introduction

The name of the course shall be *Master of Business Administration (M.B.A.)*

(II) Objectives

The basic objectives of an M.B.A. course are-

1. To provide the country a steady stream of competent young men and women with necessary knowledge, skills, values and attitudes to occupy positions of management in business, industry, public system and the government.
2. To impart the students latest and relevant knowledge from the field of management theory and practice.
3. To provide opportunities to the students for developing necessary managerial skills.
4. To impart/ develop the right kind of values and attitude to function effectively in managerial/ administrative positions.

(III) Eligibility for Admission

Students possessing following qualifications are eligible for admission to MBA course-

- (a) A Bachelor's Degree in any faculty of any statutory University with 45% or more marks(40% or more marks for students belonging to SC, ST/DT, NT,OBC, SBC for Maharashtra State Only),
- (b) Must have completed selection procedure as prescribed by the competent authority from time to time.

- **Course Structure of the Master of Business Administration**

Total MBA course is divided in to four semesters and details of each semester is as given below -

MBA Semester : I

Paper No	Subject	Credit	Total Lectures	Internal Marks	Unv.Exam External Marks	Total Marks
101	Management Accounting	Full	60	50	50	100
102	Organizational Behavior	Full	60	50	50	100
103	Managerial Economics	Full	60	50	50	100
104	Statistics in Management	Full	60	50	50	100
105	Legal Aspects of Business	Full	60	50	50	100
106	IT & MIS	Full	60	50	50	100
107	Managerial Communication-I	Half	30	25	25	50
108	Perspective Management	Half	30	25	25	50
Total Marks						700 M

MBA Semester : II

Paper No	Subject	Credit	Total Lectures	Internal Marks	Unv. Exam External Marks	Total Marks
201	Marketing Management	Full	60	50	50	100
202	Financial Management	Full	60	50	50	100
203	Human Resource Management	Full	60	50	50	100
204	Production Management	Full	60	50	50	100
205	Research Methodology	Full	60	50	50	100
206	Operation Research	Full	60	50	50	100
207	Managerial Communication-II	Half	30	25	25	50
208	Leadership Skills and Teambuilding	Half	30	25	25	50
Total Marks						700 M

MBA Semester : III

Paper No	Subject	Credit	Total Lectures	Internal Marks	Unv. Exam External Marks	Total Marks
301	International Business	Full	60	50	50	100
302	Business Environment	Full	60	50	50	100
303	Introduction to Disaster Management	Full	60	50	50	100
Specialization A: Disaster Management						
304 A	Disaster Management – Dynamics	Full	60	50	50	100
305 A	Natural Disasters	Full	60	50	50	100
306 A	Man-Made Disasters	Full	60	50	50	100
307 A	Disaster Response	Half	30	25	25	50
308 A	Summer Internship Report	Half	30	25	25	50
Specialization B: International Finance and Banking						
304 B	Mergers & Acquisition	Full	60	50	50	100
305 B	Security Analysis & Portfolio Mgt	Full	60	50	50	100
306 B	Financial Market & Institutions	Full	60	50	50	100
307 B	Banking	Half	30	25	25	50
308 B	Summer Internship Report	Half	30	25	25	50

Specialization C : Human Resource Management						
304 C	Human Capital Management	Full	60	50	50	100
305 C	Training, Development and Compensation Mgt.	Full	60	50	50	100
306 C	Human Resource Accounting and Audit	Full	60	50	50	100
307 C	HR Admin – Application & Procedure	Half	30	25	25	50
308 C	Summer Internship Report	Half	30	25	25	50
Specialization D : Marketing Management						
304 D	Marketing Research	Full	60	50	50	100
305 D	Consumer Behavior	Full	60	50	50	100
306 D	Brand Management	Full	60	50	50	100
307 D	Rural Marketing	Half	30	25	25	50
308 D	Summer Internship Report	Half	30	25	25	50
Total Marks						700 M

MBA Semester : IV

Paper No	Subject	Credit	Total Lectures	Internal Marks	Unv. Exam External Marks	Total Marks
401	Strategic Management	Full	60	50	50	100
402	Business Ethics	Full	60	50	50	100
403	Research Project Work	Full	60	50	50	100
Specialization A: Disaster Management						
404 A	Risk Assessment & Vulnerability Analysis	Full	60	50	50	100
405 A	Disaster Preparedness	Full	60	50	50	100
406 A	Recovery, Reconstruction and Rehabilitation	Full	60	50	50	100
407 A	Disaster Medicine	Half	30	25	25	50
408 A	Community Based Disaster Management	Half	30	25	25	50
Specialization B: International Finance and Banking						
404 B	Fixed Income Securities	Full	60	50	50	100
405 B	International Finance	Full	60	50	50	100
406 B	Corporate Finance	Full	60	50	50	100
407 B	Insurance	Half	30	25	25	50
408 B	Derivatives	Half	30	25	25	50
Specialization C : Human Resource Management						
404 C	International HRM	Full	60	50	50	100

405 C	Industrial Relations & Labor Legislations	Full	60	50	50	100
406 C	Organization Change & Development	Full	60	50	50	100
407 C	Performance Appraisal & Talent Management	Half	30	25	25	50
408 C	Emerging Trends in HR	Half	30	25	25	50
Specialization D : Marketing Management						
404 D	International Marketing	Full	60	50	50	100
405 D	Integrated Marketing Communication	Full	60	50	50	100
406 D	Services & Celebrity Marketing	Full	60	50	50	100
407 D	Distribution Management	Half	30	25	25	50
408 D	Supply Chain Management	Half	30	25	25	50
Total Marks						700 M

Notes:-

1. Lecture Periods of 60 Minutes each.
2. For each subject evaluation, 50% marks are reserved for internal evaluation and 50% marks are reserved for University evaluation.
3. The structure of Internal Marks and Exam shall decided by the teacher who is teaching the paper. (10 marks for class room participation & 40 marks for evaluation)
4. The structure of External Exam / paper shall decided by the teacher concern.
5. After every three years, syllabus will be revised.

(IV) Number of Lecturers-

- For Full Credit subjects, there shall be at least 45 lectures.
- For Half Credit subjects, there shall be at least 22 lectures.

(V) Summer Internship and Project Work-

Each student shall have to undergo a practical training for a period of not less than 50 days during the vacation at the end of First Year.

Based on the actual training during the vacation, the student shall write a project report on the topic selected under the guidance of a faculty and submit two copies of the same to the Director of the institute before 30th September. The project Report shall be assessed both internally (50 marks) and externally (50 marks) .For external evaluation there will be a viva -voce at the end of third semester. Such viva-voce shall be conducted by a panel of two referees [One referee will be External & One referee will be Internal Teacher.] appointed by the University.

(VI) Marks

- 1) The papers marked as “Full Credit” in the course structure will be evaluated by the University and carry 100 marks.
- 2) Out of these 100 marks 50 marks are reserved for University Evaluation based upon comprehensive written examination.
- 3) 50 marks are reserved for internal evaluation by the individual Institutes.
- 4) The papers marked as “Half Credit” in the Course Structure will be evaluated by the University and carry 50 marks
- 5) Out of these 50 marks 25 marks are reserved for University Evaluation based upon comprehensive written or oral viva-voice examination.
- 6) 25 marks are reserved for internal evaluation by the individual Institutes.

Internal marks will be communicated to the University at the end of each semester. These marks will be considered for the declaration of the results.

(VII) The grading will given on CGPA as practiced by University as practiced by School of Commerce and Management Sci. of this University at main campus.

(VIII) STANDARD OF PASSING

- 1. Every candidate must secure 50% marks in aggregate and for external examination 23 out of 50 marks and for internal examination 27 out of 50 marks.**
- 2. The internal and external assessment will constitute separate heads of passing and they will be shown separately in the transcripts.**
- 3. For each paper / course the ratio of marks of internal assessment in relation to the external assessment shall be 50:50.**
- 4. The external assessment shall be based on the external written examination to be held at the end of each semester for each paper / course. The project report and viva shall constitute one head of passing.**
- 5. Marks in internal assessment should be communicated to the university before the commencement of the semester examination.**

(IX) Specialization:-

In second year, a student shall select a special subject, consisting of 10 Unit Courses, from following Functional areas:-

Group A - Disaster Management

Group B - International Banking & Finance Management

Group C - Human Resource Management

Group D - Marketing Management

**School of Management, Swami Ramanand Teerth Marathwada
University,
Sub-Centre, Latur.
M.B.A. Semester - I
Paper No. - 101**

Paper Title : MANAGEMENT ACCOUNTING

TOPICS	HOURS
CHAPTER – 1	
* Financial Accounting	06 Hrs
Basics of Accounting	
Financial Accounting	
Accounting Principles and Systems	
Difference and Relationship between Financial Accounting, Cost Accounting and Management Accounting	
CHAPTER – 2	
* Final Accounts	03 Hrs
Double Entry System	
Journal, Ledger and Trial Balance	
Trading Account, Profit & Loss Account and Balance Sheet	
CHAPTER – 3	
* Depreciation Accounting	15 Hrs
Fixed Installment Method	
Reducing Balance Method	
Combination of these methods	

CHAPTER – 4

- * **Cost Accounting** 06 Hrs
 - Objectives of Cost Accounting
 - Elements of Cost
 - Classification of Costs
 - Preparation of Cost Sheets
 - Methods of Costing

CHAPTER – 5

- * **Marginal Costing** 05 Hrs
 - Break-even Point, Margin of Safety
 - Applications

CHAPTER – 6

- * **Cash Flow and Funds Flow Statements** 05 Hrs

CHAPTER – 7

- * **Ratio Analysis** 05 Hrs

Reference Texts

- Cost and management Accounting –Jayanta Mitra (Books & Allied Publ'n)
- Accounting for Management – Dr. Jawaharlal (Himalaya)
- Accounting for Managers - M E Thukaram Rao (New Age)

**School of Management, Swami Ramanand Teerth Marathwada
University,
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M.B.A. Semester - I
Paper No. - 102**

Paper Title : ORGANIZATIONAL BEHAVIOR

TOPIC	HOURS
CHAPTER – 1	15 Hrs

Introduction to Organizational Behavior:

- Definition, Fundamental Concepts of OB, importance,
- Different models of OB - autocratic, custodial, supportive, collegial ,
- Hawthorne Experiment- Illumination Experiment, Relay Assembly Test Room Experiment, Bank Wiring Observation Room Experiments.

CHAPTER – 2	15 Hrs
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Individual Behavior:

- Basic foundations of Individual Behavior – Impact on Individual Behavior of: Thinking – Memory – Learning – Emotions – Intelligence – and Abilities.
- Perception - concept and perceptual Process
- Personality –Meaning –Determinants of Personality -Development of Personality.
- Attitude - Nature and dimensions of attitude – Developing the right attitude

CHAPTER – 3

18 Hrs

Group Behavior:

- Concept of Group- Formal and Informal Groups - Theories of Group Formation - Group dynamics - Determinants of Interpersonal behavior – ethics, values & Interpersonal behavior. Team building: concept - Importance - team decision making.
- Stress Management: Causes- Effects- Coping Strategies- Stress as a motivator.
- Conflict Management - Types of conflict – Intrapersonal, Interpersonal [Transaction Analysis – Ego States – Johari Window etc.] and Organizational - Constructive and Destructive conflict. Frustration - concept
- Motivation - Maslow's Theory of need hierarchy - Herzberg's theory.
- Morale - Definition and relationship with productivity - Morale Indicators.
- Leadership - Roles & activities. Communication

CHAPTER – 4

12 Hrs

Organizational Development and Change Management:

- Organizational Culture - Organizational Development: Concept and Techniques
- Organizational change, change as a natural process, Importance & Causes of change – social, economic, technological and organizational.
- Concept of learning organizations.

Books Recommended:-

Organizational Behavior, 9th Ed. - Human Behavior at work - Davis and Stephen Robbins
New storm

Organizational Behavior - Uma Organizational Behavior - Fred Sekaran
Luthans

Organizational Behavior - K. Human Behavior at Work - Keith Aswathappa
Davis

Organizational Behavior - Jit Human Relations & Organizational S.Chandran
Behavior - R.S.Dwivedi

Organizational Behavior - McShane Organizational Behavior – Sharma

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M.B.A. Semester - I

Paper No. - 103

Paper Title : MANAGERIAL ECONOMICS

TOPIC

HOURS

CHAPTER – 1

6 Hrs

Introduction to Economics and Managerial Economics.

- 1) Definition of Economics.
- 2) Basic Problems of Economics.
- 3) Economic Systems and Role of Govt. & Business.
- 4) Basic Business- Decision and Business Problems.
- 5) Managerial Economics- Meaning, Definition, Nature, Scope and Significance.
- 6) Process of Decision Making.
- 7) Role of Price- Mechanism.

CHAPTER – 2

8 Hrs

Fundamental Analytical Tools

- 1) Micro-Economics and Macro- Economics.
- 2) Demand, Price & Value, Money-Functions,
- 3) Capital- Classification, Commodity- Types.
- 4) Production, Consumption, Utility, Satisfaction,
- 5) Aggregate Demand & Supply, Its Components.
- 6) Process of Capital Formation.
- 7) Balance of Payment (BOP).

CHAPTER – 3

10 Hrs

Consumer Behavior.

- 1) Cardinal and Ordinal Approach.
- 2) Demands- determinants, Function
- 3) Variations and Changes in Demand.
- 4) Elasticity of Demand- Types, Determinants, Measurement and Significance in Business, Decision Making,
- 5) Estimation of Demand- Techniques of Forecasting demands, Problems.
- 6) Estimation of demand Function.

CHAPTER – 4

12 Hrs

Cost Analysis and Production Analysis.

- 1) Production Cost- Types, Measurement.
- 2) Relationship between MP, AP, TP in Short and long-run.
- 3) Cost curve in the Long-run.
- 4) Production Function- Types.
- 5) Production behavior in Short and Long-run.
- 6) Economies and Diseconomies of Large Scale Production.
- 7) Characteristics and Uses of Production Functions to Business.

- 8) ISO-quants-Properties, MRTS, Optional Combination of Inputs.
- 9) Regions of Production and Business Decisions.
- 10) Break- even Analysis- Graphical method and Algebraic Method.

CHAPTER – 5

14 Hrs

Market Structure, Strategic Behavior and Price- Output decisions:

- 1) Classification of Markets.
- 2) Objectives of Business Firms, Revenue- types.
 - a) Perfect Competition- Price and Output decisions in Short-long-run.
 - b) Monopoly- Price and Output decisions in Short and long-run, price-discrimination- its Conditions.
 - c) Monopolistic Competition- Price and Output Decisions- Selling Cost, Product differentiation.
 - d) Oligopoly- Price and Output decisions, Price Leadership, their types,
- 3) Pricing Techniques.
 - a) Cost-plus Pricing.
 - b) Pricing of joint Products.
 - c) Transfer pricing.

Business Decision Making Under Economic Environment.

- 1) Risk and Uncertainty- types, Management.
- 2) Role of Govt.- Economic policies and their instruments.
- 3) Profit- determinants, planning and control.
- 4) Business Cycles and Business decisions.
- 5) Inflation and Business Decisions.
- 6) Economic Reforms in India and Business Sector- LPG, measures and effects.
- 7) Keynerian IS-LM model.
- 8) Internet- Concept, Determination.
- 9) Balance of Payment (BOP)- Structure and Its Importance in Business Decision Making.
- 10) Supply of Money and its Components.
- 11) RBI and monetary Management and Business Decisions.

Reference Books:

1) Macro- Economics

Ridiger Dornbusch,
Stanley Fisher. (Mc Graw Hill).

2) Micro- Economic Theory

H.L. Ahuja (S. Chand Pub.)

3) Economics-

Samuelson.

**School of Management, Swami Ramanand Teerth Marathwada
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M.B.A. Semester - I
Paper No. - 104**

Paper Title : STATISTICS IN MANAGEMENT

TOPIC	HOURS
CHAPTER – 1	1Hrs
Basic Statistical Concepts	
CHAPTER – 2	5Hrs
* Summarisation of Data Frequency Distribution, Measures of Central Tendency, Measures of Dispersion, Relative Dispersion , Skewness & Kurtosis	
CHAPTER – 3	3Hrs
* Elementary Probability Theory: Relative frequency approach, Axiomatic approach, Subjective approach, Marginal & Conditional Probability, Independence/ Dependence of events, Baye's theorem, Chebysehelf's Lemma	

CHAPTER – 4	3Hrs
* Elementary Statistical Distributions: Binomial, Poisson, Normal Distribution	
CHAPTER – 5	3Hrs
* Sampling Distributions: For Mean, Proportion ,Variance from Random Samples; Standard Normal ; Students ,Chi- square And Variance ratio (F) Distribution	
CHAPTER – 6	3Hrs
* Statistical Estimation: Point & Interval Estimation& Confidence interval for mean, Proportion& Variance	
CHAPTER – 7	6Hrs
* Test of Hypothesis: Test for specified values of Mean, Proportion& Standard deviation, Testing equality of two means, Proportion & Standard deviation, Test of goodness of fit	
CHAPTER – 8	3Hrs
* Simple Correlation and Regression	
CHAPTER – 9	3Hrs
* Analysis Of Variance : one way & Two way classification	03

CHAPTER – 10	3Hrs
* Statistical Forecasting Techniques	
CHAPTER – 11	3Hrs
* Index Number	
CHAPTER – 12	3Hrs
* Elements of Integration & Differentiation	
CHAPTER – 13	3Hrs
* Elements of Matrix Algebra	
CHAPTER – 14	3Hrs
* Decision Theory	

Note: The teaching of the subject is to be integrated with widely available software as Excel. And SPSS

References :

Statistics for Management - Richard Levin

Statistics a fresh approach - D.H. Sanders

Principles of Business Statistics- Andrew Siegel

Statistics for Management - G.C. Berry

An Introduction To Statistical Methods - C B Gupta
& Vijay Gupta

**School of Management, Swami Ramanand Teerth Marathwada
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M.B.A. Semester - I
Paper No. - 105
Paper Title : LEGAL ASPECTS OF BUSINESS**

TOPIC	HOURS
CHAPTER – 1	6Hrs
*The Contract Act, 1871	
1.1 Nature and classification of contracts - Essential elements of a valid contract	
1.2 Offer and Acceptance - Consideration - Capacities of Parties	
1.3 Provisions relating to free consent, void agreements	
1.4 Provisions relating to performance and discharge of contract	
1.5 Breach of contract - Meaning and remedies	
CHAPTER – 2	5Hrs
*Contract Act, 1872	
2.1 Contracts of Indemnity - Meaning, nature - Right of Indemnity Holder and Indemnifier	
2.2 Contracts of Guarantee - Meaning, Nature and Features - Types of Guarantee - Provisions relating to various types of Guarantee	
2.3 Surety and Co-surety - Rights and Liabilities - Discharge of surety from his liability	
2.4 Agency - Agent and Principal - Creation of Agency - Classification of Agents - Relationship between Principal and Agent - Agent's authority - Revocation and Renunciation - Rights, Duties and Liabilities of Agent and Principal – Termination of Agency	

CHAPTER – 3

4Hrs

***Sales of Goods Act, 1930**

- 3.1 Contract for Sale of Goods - Meaning - Essentials of a Contract of Sale - Formalities of a Contract of sale
- 3.2 Provisions relating to conditions and Warranties
- 3.3 Provisions relating to transfer of property or ownership
- 3.4 Provisions relating to performance of Contract of Sale - Rights of Unpaid Seller – Rules as to delivery of goods.

CHAPTER – 4

8Hrs

***The Negotiable Instruments Act, 1881**

- 4.1 Negotiable Instruments - Meaning, Characteristics, Types, Parties – Holder and holder in Due Course
- 4.2 Negotiation and Types of Endorsements
- 4.3 Dishonour of Negotiable Instrument - Noting and Protest
- 4.4 Liability of parties on Negotiable Instrument.

CHAPTER – 5

8Hrs

***The Companies Act, 1956**

- 5.1 Company - Definition, Meaning, Features and Types of companies
- 5.2 Incorporation of a company - Memorandum of Association, Articles of Association and Prospectus
- 5.3 Share Capital

CHAPTER – 6

4Hrs

*** The Consumer Protection Act, 1986**

- 6.1 Definitions of Consumer, Complainant, Goods, Service - Meaning of Consumer Dispute, Complaint - Unfair Trade Practices - Restrictive Trade Practices
- 6.2 Rights of Consumers
- 6.3 Consumer Disputes Redressal Agencies

CHAPTER – 7

8Hrs

*** The Information Technology Act, 2000**

- 7.1 Digital Signature - Digital Signature Certificate
- 7.2 Electronic Governance
- 7.3 Electronic Records
- 7.4 Certifying Authorities
- 7.5 Penalty & Adjudication

CHAPTER – 8

2Hrs

***Patents Act**

- 8.1 Conceptual understanding of patents, copyrights, trademarks and designs.

Books Recommended:-

1. Business Laws - Balchandani
2. Business Laws - S.D.Geet and M.S.Patil
3. Business Laws - Gulshan Kapoor
4. Business and Commercial Laws - Sen and Mitra
5. An Introduction to Mercantile Laws - N.D.Kapoor
6. Business Laws - N.M.Wechlekar
7. Business Laws - M.D.Mulla
8. Company Law - Avtar Singh
9. Bare Text of the relevant Act

**School of Management, Swami Ramanand Teerth Marathwada
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M.B.A. Semester - I
Paper No. - 106
Paper Title : INFORMATION TECHNOLOGY AND
MANAGEMENT INFORMATION SYSTEM**

TOPIC	HOURS
<u>Section- A</u>	
CHAPTER – 1	5Hrs
*Introduction to Computer:	
Hardware-Software-System Software, Application Software & Packages- Introduction to Embedded Software. Fundamentals of Operating System- Windows, UNIX / Linux.	
CHAPTER – 2	5Hrs
*Software Packages:	
2.1 Microsoft Word- Mail Merge.	
2.2 Microsoft Excel- Formulas, Graphs, Basic Statistical Formulae.	
2.3 Microsoft Power Point- Creating Effective Presentations	
2.4 Microsoft Access- Introduction to DBMS Concepts, Creating a Database, Basic queries	
2.5 Tally- Journal Entry, Ledger posting, Preparation of Balance Sheet.	
CHAPTER – 3	5Hrs
*Introduction to Networking:	
Network Types, Medium for Communication	

Introduction to World Wide Web- Internet
Operations. Emerging Communication
Technologies.
Web Browsers & HTML.

SECTION- B

CHAPTER – 1

5Hrs

***Information System:**

Nature, Need, Purpose & Objectives, Development
Perspectives on Information System
Contemporary approach to Information System

CHAPTER – 2

5Hrs

***Information System in Organization:**

Major Types of System in Organization
System from Functional Perspectives
Organization & Information System
How Information System Impact Organization & Business Firms

CHAPTER – 3

5Hrs

***Decision Making:**

Decision Making Concepts
Behavioral concepts in Decision making
Organizational decision making
MIS & Decision Making Concepts

CHAPTER – 4

5Hrs

***Development of MIS:**

Development of Long Range Plans of MIS.
Determining the Information Requirement
Development & Implementation of MIS
Organization for Development of MIS

MIS: the Factors for Success & Failure.

CHAPTER – 5

5Hrs

***Decision Support System:**

DSS: Concepts & Philosophy

DSS: Deterministic System

AI System

MIS and Role of DSS.

Reference Books:

- 1) Management Information System- 8/e-James A., O'Brien, George M. Marakas-McGraw Hill.
- 2) Introduction to Computer- Peter Norton.
- 3) Fundamentals of Computer –P.K. Sinha, Priti Sinha,-BPB Publication.
- 4) Computer Network –A. Tennumbum.
- 5) Management Information System- Laudon and Laudon, 9th Edition, Pearson Education.
- 6) Introduction to Information System- 13 / e, James A. O'Brien, George M. Marakas-McGraw Hill.
- 7) Decision Support Systems and Intelligent Systems- Turban and Aronson, Pearson Education.
- 8) Information System Today- Jessup / Valacich-Pearson Education.

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M.B.A. Semester - I

Paper No. - 107

Paper Title : MANAGERIAL COMMUNICATION-I- ½

TOPIC**HOURS**

- 1) Process of Communication
- 2) Principals of Communication
- 3) Barriers to Communication
- 4) Good Listing Skills
- 5) Exercises :
 - 1) Jam
 - 2) Extempore
 - 3) Introduction
 - 4) Vote of Thanks
 - 5) Presentation Skills
 - 6) Group Discussion
 - 7) Personal Interview (Giving)
 - 8) Interviewing Techniques
 - 9) Teaching Test
 - 10) Seminar
 - 11) Role Play (Non Selling)
 - 12) Objection Handling
 - 13) Sales Talk
 - 14) Convencing
 - 15) Conducting Meetings
 - 16) Listing Skill.

Books Recommended:

- 1) Communication Skills- Lesikar
- 2) Business Communication - V.K. Jain & O.Biyani, S.Chand.
- 3) Business Communication –Uma Sekavan.

**School of Management, Swami Ramanand Teerth Marathwada
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M.B.A. Semester - I

Paper No. - 108

Paper Title : PERSPECTIVE MANAGEMENT - 1/2

TOPIC	HOURS
CHAPTER – 1	3Hrs
*INTRODUCTION TO MANAGEMENT	
<ul style="list-style-type: none"> a) Basic Management Skill <ul style="list-style-type: none"> i) Conceptual (ii) Human iii) Technical (iv) Design. b) Definition of Management c) Different System in Management. d) Management Science, Art & Profession. e) Concept of Business, Commerce, Trade, Industry. 	
CHAPTER – 2	8Hrs
*EVOLUTION OF MANAGEMENT	
<ul style="list-style-type: none"> a) History of Management b) Contribution of Management Thinkers <ul style="list-style-type: none"> i) F.W.Taylor (ii) Henry Fayol (iii) Elton Mago iv) Peter Druker (v) Keith Devis (vi) Edwand Deming vii) Josheph Juran (viii) Peter Laurence (ix) William Ouchi x) Thomas Peter (xi) Mintrberg c) Decision Making d) Functions of Management <ul style="list-style-type: none"> i) Planning (ii) Organizing(iii) Staffing iv) Leading (v) Control 	
CHAPTER – 3	3Hrs
*PLANNING	
<ul style="list-style-type: none"> a) Importance of Planning b) Process of Planning c) Business Environment 	

- d) SOWT & MBO
- e) Types of Planning

CHAPTER – 4

3Hrs

***ORGANIZING & STAFFING**

- a) Nature and Purpose of Organizing
- b) Structure of Organizing
- c) Departmentatrzaion
- d) Line & Staff authority
- e) Delegation of Authority
- f) Span of Authority

CHAPTER – 5

3Hrs

***LEADING & MOTIVATION**

- a) Definition
- b) Importance
- c) Leadership Styles
- d) Theories of Leadership
- e) Definition of Motivation
- f) Theories of Motivation
 - i) Maslows
 - (ii) Herzberg
 - (iii) Mc-gregors

CHAPTER – 6

3Hrs

***CONTROL**

- a) Process of Controlling
- b) Techniques of Controlling
 - i) Qualitative Methods
 - ii) Quantative methods

Text Book:

- 1) Perspective Management- Knootz & Wievich,
Pearson Publication.
- 2) Management 8th edition – Stoner, Pearson
Education.

Reference Book:

- 1) Essential of Management – Durbin, Thomson
Publication.
- 2) Essentials of management – Koontz & Odonal
weirich

**School of Management, Swami Ramanand Teerth Marathwada
University,
Sub-Centre, Latur.
M.B.A. Semester - II
Paper No. - 201**

Paper Title : MARKETING MANAGEMENT

TOPIC	HOURS
CHAPTER – 1	4 Hrs
▪ Introduction to Marketing: Definition & Functions of Marketing, Core Concept of Marketing:- a) Need, Want, Desire, Benefits, Demands, Value, Exchange,	

- b) Goods- Services Continuum, Product, Market
- c) Customer Satisfaction, Customer Delight.
- d) Approaches to Marketing- Product- Production- Sales- Marketing-Societal- Relation. Concept of Marketing Myopia. Selling Versus marketing.
- e) Holistic Marketing Orientation & Customer Value.

CHAPTER – 2

4Hrs

▪ Consumer Behavior:

- a. Concepts, Characteristic of Consumer & Organizational Markets,
- b. 5 Step Buyer decision Process

CHAPTER – 3

4Hrs

▪ Marketing Environment:

Analyzing Needs & Trends Macro Environment- Political, Economic, Socio-Cultural and Technical Environment- PEST analysis. Micro Environment- Industry & Competition. Concept of Market Potential & Market Share.

CHAPTER – 4

4 Hrs

▪ Market Segmentation:

Definition, need & Benefits. Bases for Market Segmentation of Consumer goods, Industrial goods and Services. Segment, Niche & Local Marketing, Effective Segmentation Criteria, Evaluating &

Selecting Target Markets, Concept of Target Market and Concept of Positioning- Value Proposition & USP.

CHAPTER – 5

4 Hrs

▪ Marketing Mix:

Definition of each of the Four P's. Components of each P, Extended 7 P's for Services. Significance in the Competitive Environment.

CHAPTER – 6

4 Hrs

Product:

- Product- Meaning, Goods & Services, Product Mix, Levels of Product, Product Life Cycle- Managing the Product in Product Life Cycle..

CHAPTER – 7

2Hrs

▪ New Product Development:

Types of New Products- Test Marketing a New Product- Portfolio analysis, Branding- Definition, Purpose & Significance, Branding Decisions- Packaging & Labeling- Purpose, Types & New Trends in Packaging.

CHAPTER – 8

4Hrs

▪ Price:

Meaning, Importance, Pricing Objectives, Factors influencing Pricing Decision- Approaches to pricing- Price & Non-price Competition, Setting the Price and Managing the Price Changes.

CHAPTER – 9

4Hrs

▪ **Place:**

Importance, Functions of Distribution Channels- Introduction to the various Channels of Distribution- Designing Marketing Channels- Introduction to Wholesaling, Retailing, Franchising, Direct Marketing, Impact of Technology & Internet on distribution.

CHAPTER – 10

4Hrs

▪ **Promotion:**

Concept & Role in Marketing, Promotional Mix- Advertising, Sales Promotion, Personal Selling, Public Relations. Impact of Technology & Internet on Promotion.

CHAPTER – 11

2Hrs

- **Extended P's of Marketing:** - People, Process & Physical Evidence.

Reference Book:

1. Marketing Management- Philip Kotler, Pearson Education.

2. Marketing Management- Jerome Mc Carthy,
Pearson Education.
3. Fundamentals of Marketing- Stanton.
4. Basic Marketing- William D. Perreault

**School of Management, Swami Ramanand Teerth Marathwada
University,
Sub-Centre, Latur.
M.B.A. Semester - II
Paper No. - 202
Paper Title : FINANCIAL MANAGEMENT**

TOPIC	HOURS
CHAPTER – 1	4 Hrs
<ul style="list-style-type: none"> ▪ Financial Management Concept, Functions, Objectives and Structure Financial Planning and Forecasting Applications of Financial Management 	
CHAPTER – 2	4 Hrs
<ul style="list-style-type: none"> ▪ Financial Performance Appraisal Ratio Analysis Funds Flow and Cash Flow Analysis Leverage Analysis 	
CHAPTER – 3	10 Hrs
<ul style="list-style-type: none"> ▪ Short-term and Long-term Funds Sources 	

Applications

CHAPTER – 4

10 Hrs

▪ **Capital Structure**

Theories

Capital Structure Planning

Cost of Capital

Capitalisation

Capital Budgeting and Investment Decisions
(Time Value of Money Theory)

CHAPTER – 5

10 Hrs

▪ **Working Capital Management**

Need

Estimation and Financing

Operating Cycle Concept

Inventory Control

Receivables Management

Cash management

Budgets

CHAPTER – 6

5 Hrs

▪ **Dividend Policies**

Financial Models

Bonus Theory

Types of Firms

CHAPTER – 7

2 Hrs

▪ **Introduction to Financial Services**

Stock Markets

Mutual Funds

Venture Capital

Leasing and Hire-Purchases, etc.

Reference Texts

1. Financial Management – Khan & Jain
2. Financial Management – Prasanna Chandra
3. Financial Management – Maheshwari
4. Financial Management – I. M. Pandey.

**School of Management, Swami Ramanand Teerth Marathwada
University,
Sub-Centre, Latur.
M.B.A. Semester - II
Paper No. - 203**

Paper Title : HUMAN RESOURCE MANAGEMENT

TOPIC	HOURS
CHAPTER – 1	4 Hrs
▪ Human Resources Management- Concept, Importance, Functions, Evolution– Difference between Personnel Management and HRM, Human Capital Management, Role of HR	

Manager, Qualities of HR Manager, Strategic HRM

CHAPTER – 2

6Hrs

▪ **Procurement**

HR Planning Concept -Importance-HRP
Process- Manpower Estimation-Job analysis-
Job Description-Job Specification.
Recruitment-Sources of Recruitment. Selection
Process-Placement and Induction-Retention of
Employees

CHAPTER – 3

12Hrs

▪ **HRD**

HRD concept - Employee Training - Needs-
Training Process-Methods of Training –Tools and
Aids-Evaluation of Training Programs- e-training -
Employee counseling. MDP- importance – Process
of Management development. Career Planning-
Career development – Promotion- Transfer-
Demotion-Succession Planning. Performance
Management System- Concepts and Ethics-
Different methods of Performance Appraisal-
Rating Errors-Competency management - Potential
appraisal. Organizational Development & Change
- Workers participation in Management - Quality
circles-Teamwork - Quality of work-life-

CHAPTER – 4

6Hrs

▪ Compensation Management

Concepts and Components-Job Evaluation- Wage and Salary Administration -Factors affecting Wage and Salary Levels- Incentives-bonus -Benefits - Rewards. Expectancy Theory, Equity Theory, Agency Theory,

CHAPTER – 5

4Hrs

▪ Integration of HR

Industrial relation concept-Grievance Procedure- collective Bargaining-Settlement of Disputes.

CHAPTER – 6

5Hrs

▪ Maintenance of Human Capital

Health and Safety programs, industrial accidents, occupational hazards, statutory provisions for safety health and working conditions under the Factories Act, 1948. Safety organization. Safety education and training. Recent Trends in HR TQM-Kaizen, Human resource accounting, Tools of personnel research– Employee for Lease, Moon Lighting by employees, Dual Career groups, Flexi Time and Flexi Work

CHAPTER – 7

3Hrs

▪ Retirement/Separation

Superannuation-Voluntary Retirement Schemes-
Resignation-Discharge-Dismissal-Suspension-
Layoff

Books Recommended:-

Personnel Management – C.B Managing Human Resources - R.S.
Mamoria Dwiwedi
Managing Human Resources - R.S. Human Resources Management-
Dwiwedi V.P.Michael
Human Resources Management – Human Resources Management –
Dr.P.C.Pardeshi Mirza & Zaiyadin
Human Resources Management – Human Resources Management -
L.M.Prasad Ashwathappa
Managing Human Resources - Arun Essentials of HRM & industrial
Monppa Relations – P. Subba Rao
Principles & techniques of Personnel Human Resource Management –
Mgt – S.K. Bhatia. S.S.Khanka

**School of Management, Swami Ramanand Teerth Marathwada
University,
Sub-Centre, Latur.
M.B.A. Semester - II
Paper No. - 204
Paper Title : PRODUCTION MANAGEMENT**

TOPIC	HOURS
CHAPTER – 1	4 Hrs
▪ Introduction to Operations Management	

Nature, Scope, Importance and functions- evolution from manufacturing to operations management- Evolution of the factory system- manufacturing system- quality- mass customization. Contribution of Henry Ford, Demin, Crosby, Taguchi

CHAPTER – 2

4 Hrs

▪ Types of Industries

Variety of business- integration of manufacturing and services- scale of operations, Methods of manufacturing- projects/jobbing, batch production, flow/ continuous production, process production- characteristics of each method

CHAPTER – 3

4 Hrs

▪ Facilities Location and Layout

Strategic importance- factors affecting location and layout- installation of facilities- single location, multi-location decisions. Principles and types of facilities layout

CHAPTER – 4

4 Hrs

▪ Operations Management as a system

Functional/ Decision areas – Organizational Structures (Traditional & Modern) Product Design – Process Choice – Process characteristics

CHAPTER – 5 **4 Hrs**

▪ **Planning & Control Operations**

Demand Forecasting- Aggregate planning-
Resource / capacity planning-Just in time system -
production Activity Control- Scheduling
Bottleneck- Introduction to MRP, ERP

CHAPTER – 6 **4 Hrs**

▪ **Materials Management**

Importance – Supply chain/ Value chain concepts
– Logistics. Material Flow Management-
Purchasing & Supply Management

CHAPTER – 7 **4 Hrs**

▪ **Maintenance Management**

Importance and types of maintenance-
maintenance planning- spare parts management –
concept of TPM

CHAPTER – 8 **4 Hrs**

▪ **Inspection**

Cent percent Inspection, Sample Inspection,
Operation characteristics Curves, Statistical
Quality Control – Construction & Interpretation of
Control Charts – (X-R, n, p, c, np) Introduction to
Six Sigma, (Numerical expected for Control

Charts).Gap analysis for service quality assessment.

CHAPTER – 9

4 Hrs

▪ **Productivity**

Work Study - Objectives, Scope and Uses - Methods Study – Flow process chart, Flow diagram & Process mapping - Work Measurement - Elements -Performance Rating - Allowances - Standard Time - Synthetic Time Standards – Work Sampling (Numerical expected for Standard Time)

CHAPTER – 10

4 Hrs

▪ **Quality Management System –**

ISO 9000, ISO 14000- TQM Maintenance Management

Reference Books:

1. Operations Management - Krajewski
2. Operations Management - Mahadevan
3. Production & Operations Management - Chary
4. Production & Operations Management - Chase
5. Production & Operations Management - Adam & Ebert
6. Manufacturing & Operations Management - L.C.Jhamb

7. The Machine that Changed the World – James

Womack (Reference)

8. The Goal – Eliyahu Goldratt (Reference)

**School of Management, Swami Ramanand Teerth Marathwada
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M.B.A. Semester - II

Paper No. - 205

Paper Title : RESEARCH METHODOLOGY

TOPIC	HOURS
CHAPTER – 1	6Hrs
a. Introduction.	
b. Research process.	
c. Research Problem definition.	
d. Research Objective definition.	
e. Hypothesis developing.	
f. Research Design.	
CHAPTER – 2	6 Hrs
a. Secondary data Collection methods.	
b. Literature review techniques.	
c. Primary data Collection methods.	
1)Experimentation- methods	
2)Survey method.	
3) Observation methods.	
CHAPTER – 3	6 Hrs

<ul style="list-style-type: none"> a. Sampling Logic b. Sampling methods. c. Sampling Procedures. d. Sample Size esteeming. 	
CHAPTER – 4	6Hrs
<ul style="list-style-type: none"> ▪ Data Collection Instruments <ul style="list-style-type: none"> 1) Designing Observation tables. 2) Designing Data Collection tables. 3) Measurement. 4) Scale designing. 5) Designing questionnaire 	
CHAPTER – 5	3 Hrs
<ul style="list-style-type: none"> ▪ Research Proposal Drafting 	
CHAPTER – 6	3Hrs
<ul style="list-style-type: none"> ▪ Conducting Field Work. 	
CHAPTER – 7	4 Hrs
<ul style="list-style-type: none"> ▪ Data Editing, Analysis, Hypothesis Testing 	
CHAPTER – 8	4 Hrs
<ul style="list-style-type: none"> ▪ Report Writing & Presentation. 	

**School of Management, Swami Ramanand Teerth Marathwada
University,
Sub-Centre, Latur.
M.B.A. Semester - II
Paper No. - 206
Paper Title : OPERATIONS RESEARCH**

TOPIC	HOURS
CHAPTER – 1	2 Hrs
▪ Introduction to OR Concepts, Genesis, Application potential to diverse problems in business & industry, scope & limitation	
CHAPTER – 2	4 Hrs
▪ Assignment Problem: (AP) Concepts, Formulation of model, Hungarian method of solution – Maximization / Minimization – Balanced / Unbalanced – Prohibited assignment problems	
CHAPTER – 3	4 Hrs
▪ Transportation Problem (TP) Concepts, Formulation of model – Solution procedures for IFS and optimality check – balanced / unbalanced – maximization/ minimization - Case of Degeneracy – prohibited routing problems – post – optimal sensitivity analysis	

CHAPTER – 4

5 Hrs

▪ **Linear Programming (LP)**

Concepts, Formulation of Models, Diverse problems – Graphical explanation of solution maximization / minimization – simplex algorithm – use of slack/surplus/artificial variables – big M method/ two-phase method – interpretation of the optimal tableau – (Unique optimum, multiple optimum, unbounded ness, infeasibility & redundancy problems.)

CHAPTER – 5

4 Hrs

▪ **Linear Programming (LP)**

Duality principles – primal/dual inter – relation – post optimal sensitivity analysis for changes in b- vector, c-vector, addition / deletion of variables / constraints – dual simplex method – problems. Limitations of LP vis-à-vis – non linear programming problems. Brief introduction to non lp models and associated problems.

CHAPTER – 6

4 Hrs

▪ **Network Analysis**

Minimal spanning tree problem – shortest route problem – maximal flow in capacitated network – concepts and solution algorithm as applied to problems – project planning & control by use of CPM / PERT – concepts

CHAPTER – 7

4 Hrs

- Definitions of Project, Jobs, Events – Arrow diagrams – Time analysis and derivation of the critical path – concepts of floats (total, free, interfering, independent) – Crashing of a CPM Network – Probability assessment in Pert Network

CHAPTER – 8

3 Hrs

▪ Queuing (Waiting – line) Models

Concepts – Types of queuing systems (use of 6 character code) – queues in series and parallel – problems based on the results of following models (M/M/1) single channel queue with poisson arrival rate, & negative exponential service time, with & without limitations of Queue size. (M/G/I) Single channel with Poisson arrival rate, and rate, and general service time, pk – formulae

CHAPTER – 9

3 Hrs

▪ Inventory Models

Types of inventory situation : fixed quantity/ fixed Review period - cost involved – deterministic probability models- Economic-order-quantity (EOQ) and EBQ for finites production rate-sensitivity Analysis of EOQ – under price break – determination of safety stock and Recorder levels – static inventory model – (insurance spares).

CHAPTER – 10	3 Hrs
<ul style="list-style-type: none"> ▪ Digit simulation <p>concept – areas of application – random digits and method of Generating probability distribution – application to problems in queuing. Inventory, new product, profitability, maintenance etc</p>	
CHAPTER – 11	3 Hrs
<ul style="list-style-type: none"> ▪ Replacement and maintenance models <p>Replacement of items subject to deterioration and item subject random total failure - group vs individual Replacement policies</p>	
CHAPTER – 12	4 Hrs
<ul style="list-style-type: none"> ▪ Game theory <p>Concept – 2- person , n-person games- zero – sum and Non –zero- Sum games – solution procedures to 2- person zero sum games – saddle point, missed strategy , sub games Method for $m \times 2$ or $2 \times n$ games – graphical Methods, Equivalence of game theory and linear programming models solution of 3×3</p>	
CHAPTER – 13	2 Hrs
<ul style="list-style-type: none"> ▪ Games by LP simplex including duality application for maximizing / minimizing players' strategy. 	

References:

- Operation Research – Taha
- Quantitative Techniques in Mgt.- N.D. Vohra
- Quantitative Techniques in Mgt.- L.C. Jhamb
- Quantitative Techniques in Mgt.- J.K.Sharma
- Operation Research- V.K. Kapoor

**School of Management, Swami Ramanand Teerth Marathwada
University,
Sub-Centre, Latur.
M.B.A. Semester - II
Paper No. - 207**

Paper Title : MANAGERIAL COMMUNICATION-II- ½

TOPIC	HOURS
CHAPTER – 1	20 Hrs
1) Essential of Good Business Letters.	
2) Structure of Business Letter	
3) Format of Business Letter	
4) Craft of Business Writing	
5) Written Communication Skill-Exercise	
1) Enquiries	10) Job Application
2) Quotation	11) C.V. Writing
3) Order	12) Office Order
4) Complaint	13) Office Notes
5) Replaying to complaint letter	14) Proposals
6) Circular	15) Press Release
7) Sales letters	16) Agenda & Minutes
8) Memo's	17) PR Letters.

9) Reports

Text Books:

- 1) **Communication Skills** – Lesikar & Lesikar
- 2) **Business Communication** – V.K. Jain & O. Biyani, S. Chand.

**School of Management, Swami Ramanand Teerth Marathwada
University,
Sub-Centre, Latur.
M.B.A. Semester - II
Paper No. - 208**

Paper Title : LEADERSHIP SKILLS AND TEAM BUILDING ½

TOPIC	HOURS
CHAPTER – 1 Introduction to Leadership Definitions, Role of Leader in Organization.	5Hrs
CHAPTER – 2 1) 10 Roles of Leadership (Mintz berg Theory) 2) Study 10 World Class Leaders i) M.K.Gandhi vi) Mother Terressa ii) Martin Luther King Jr. vii) JRD TATA iii) Abrahan Lincon viii) A P J Kalam iv) Nelson Mandella ix) Bill Gates v) Dhirubhai Ambani x) Narayan Murthy.	15Hrs

Practical Skills:

- | | |
|----------------------|------------------------|
| 1) Time Management | 8) Introducing Change |
| 2) Team Building | 9) Resource Management |
| 3) Stress Management | 10) Entrepreneurship |
| 4) Proactive ness | 11) Vision Document |

- | | |
|-------------------------|-------------------------|
| 5) Goal & Path Style | 12) Decision Ability |
| 6) Understanding People | 13) Motivation Exercise |
| 7) Conflict Management | 14) Goal Setting |
| | 15) Balance Score Card |

**School of Management, Swami Ramanand Teerth Marathwada
University,
Sub-Centre, Latur.
M.B.A. Semester - III
COMPULSORY
Paper No. - 301
Paper Title : INTERNATIONAL BUSINESS**

TOPIC	HOURS
CHAPTER – 1	4 Hrs
▪ Introduction to International Business	
CHAPTER – 2	6 Hrs
▪ Major Decisions in International Business	
CHAPTER – 3	6 Hrs
▪ International Business Environment and Assessing Political Risks	
CHAPTER – 4	6 Hrs
▪ Barriers to International Trade	
CHAPTER – 5	6 Hrs
▪ Methods of Entering International Business	

CHAPTER – 6 6 Hrs

- International Strategic Alliance.

CHAPTER – 7 6 Hrs

- Strategy – making in International Business
Management: Achieving Competitive Advantage

Prescribed text

- Strategic International marketing
- Philip R. Cateora (Homewood I.L. : Dow Jones – Irwin)
- International Marketing – Analysis and Strategy
- Sak Onkvisik and John J. Shaw (P.H.I.)
- International Business : A Strategic Management Approach
Alan Rugman
- International Management : Concept and Cases
- Takur, Burtan and Srivastava

References

- International Business
- James Taggart, Michael Dermett (Prentice Hall India, New Delhi)
- International Business, Issues and Concepts – Reed Moyer
- International Business : Dryden-Czinkota Ronkainen
Moffett
- International Business – Charles W.L. Hill – Richard D.
Irwin, Inc.

- The Essence of International Business – Prentice Hall India,
New Delhi – Taggart / Mc Dermott

**School of Management, Swami Ramanand Teerth Marathwada
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M.B.A. Semester - III
COMPULSORY
Paper No. - 302**

Paper Title : BUSINESS ENVIRONMENT

TOPIC	HOURS
<u>SECTION - I</u>	
CHAPTER – 1	5 Hrs
<ul style="list-style-type: none"> ▪ Indian economy – Basic characteristics of Indian economy, major problems of Indian economy, objectives and strategy of economic planning, 8th and 9th five year plans, public sector and Indian planning, privatisation, liberalisation and globalisation of Indian economy. 	
CHAPTER – 2	5 Hrs
<ul style="list-style-type: none"> ▪ General profile of agriculture and industry in India, interdependence of industry and agriculture for economic development in India, 	
CHAPTER – 3	5 Hrs
<ul style="list-style-type: none"> ▪ Industrial growth – Role and pattern of industrialization, Industrial growth rate and structural 	

composition, large scale, small scale and medium scale industries in India.

CHAPTER – 4

5 Hrs

- RBI and its monetary policy, fiscal policy, reforms in banking sector, union budget.

SECTION - II

CHAPTER – 1

4 Hrs

- International trade – Distinct features of International transactions, India's international trade – exports and imports, India and world economy

CHAPTER – 2

4 Hrs

- The rate of exchange – Foreign exchange and its instruments, foreign exchange market, rate of exchange, change in exchange rate, market rate and equilibrium rate of exchange. Rupee convertibility – its importance and steps taken by Indian Government.

CHAPTER – 3

4 Hrs

- Balance of trade and balance of payment – The balance of payment accounts, importance of balance of payments, the structure of balance of payment, disequilibrium in the balance of payments and its

kinds, causes of disequilibrium, monetary and non monetary measures.

CHAPTER – 4

4 Hrs

- WTO – Structure, features and functions.

CHAPTER – 5

4 Hrs

- Multinational Corporations – Features of MNCs, classification of MNCs, role of MNCs in developing countries, drawbacks of Multinational Corporations.

REFERENCE BOOKS :

- India's Economic Future – V.V. Bhanoji Rao
- Liberalisation and Globalisation of Indian Economy – K.R. Gupta
- Indian Economy – Rudder Datt and K.P.M Sundharam
- Indian Economy – S.K. Mishra and V.K. Puri
- Indian Economy – A.N. Agarwal
- International Economics – D.M. Mithan
- Business Environment – Francis Cherunilum

**School of Management, Swami Ramanand Teerth Marathwada
University,
Sub-Centre, Latur.
M.B.A. Semester - III
COMPULSORY
Paper No. - 303
Paper Title : INTRODUCTION TO DISASTER
MANAGEMENT**

TOPIC	HOURS
CHAPTER – 1	5 Hrs
▪ Meaning, Nature, Importance, Dimensions & Scope of Disaster Management, Disaster Management Cycle.	
CHAPTER – 2	8 Hrs
▪ Types of disasters & its effects / damages – Natural	
a. Unpredictable – Earthquake, Volcano, Landslides.	
b. Predictable – Cyclone, Draughts.	
c. Manmade – Industrial, Economic, Social environmental, Ecological.	
d. Partially predicable – Floods, Landslides	
e. Causes of disasters	
CHAPTER – 3	6 Hrs
▪ Factors affecting damage – types, scale population, social status, habitation pattern, physiology and climate.	

CHAPTER – 4

6 Hrs

- Factors affecting mitigation measures, prediction, preparation, communication, area and accessibility, population, physiology and climate.

CHAPTER – 5

10 Hrs

- Planning for Disaster management :
 - Prediction: Technological development, monitoring network, development of expertise / manpower.
 - Preparation: Material – Relief required – sources of relief, modes and means of transport – Medical facility, communication network- Radio – T.V. – Telephones – Wireless.
 - Physiological: Preparation of manpower, awareness of damages – Perception, reaction time.
 - Authority: Hierarchy –Set up – direction of communication

CHAPTER – 6

05 Hrs

- Case studies of some disasters

Suggested Reading :

- Disaster management – S.K.Singh, S.C. Kundu, Shobha Singh A – 119, William Publications, New Delhi.
- Disaster Administration and Management, Text & Case studies- SL Goel
- Disaster Management- G.K Ghosh
- Disaster Management – Vinod K Sharma- NCDM

**School of Management, Swami Ramanand Teerth Marathwada
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M.B.A. Semester - III**

SPECIALIZATION :DISASTER MANAGEMENT

Paper No. – 304-A

Paper Title : DISASTER MANAGEMENT - DYNAMICS

TOPIC	HOURS
CHAPTER – 1	8 Hrs
▪ Definition, Nature, Types and Classification of Disasters, Global View of Disasters	
CHAPTER – 2	10 Hrs
▪ Meaning, Nature, Importance, Dimensions and Scope of Disaster Management, Disaster Management Cycle	

CHAPTER – 3

8 Hrs

- Factors affecting damages, Factors affecting mitigation measures
- Disaster & Socio – economic systems

CHAPTER – 4

8 Hrs

- Planning for Disaster Mitigation
- Disaster Management – Indian Scenario, Role and responsibilities of various Governmental and Non-governmental Organizations

CHAPTER – 5

6 Hrs

- Case Studies of some disasters

REFERENCE BOOKS :-

- Disaster Management – S.L. Singh, SC Kundu, Shobha Singh
- Disaster Management- Ayaz Ahmad
- Concepts & Practises in Disaster Management- Colonel (Retd.) PP Marathe
- Disaster Management – SL Goel , Ram Kumar
- Disaster Administration and Management, Text & Case studies- SL Goel
- Disaster Management- G.K Ghosh
- Disaster Management – Vinod K Sharma- NCDM

**School of Management, Swami Ramanand Teerth Marathwada
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Sub-Centre, Latur.
M.B.A. Semester - III
SPECIALIZATION :DISASTER MANAGEMENT
Paper No. – 305-A
Paper Title : NATURAL DISASTERS**

TOPIC	HOURS
CHAPTER – 1	5 Hrs
▪ Nature, Scope & Objective of Study	
CHAPTER – 2	5 Hrs
▪ Causes of Natural hazards/ disasters	
CHAPTER – 3	5 Hrs
▪ Major historical events, disaster prone zones	
CHAPTER – 4	12 Hrs
▪ Types of Natural disasters and the effects/damages	
Unpredictable – Earthquake, volcano, landslides	
Predictable Cyclone, drought	
Partially Predictable Floods, Landslides	
CHAPTER – 5	8 Hrs
▪ Natural Disaster, Awareness and Education	
CHAPTER – 6	5 Hrs
▪ Case Studies	

Reference Text :-

- Natural Disasters- David Alexender
- Towards Basics of Natural Disaster Reduction – Prof
D K Sinha
- All you wanted to know about Disasters – Brig (Dr)
BK Khanna
- Disaster Management – SL Goel, Ram Kumar Deep

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M.B.A. Semester - III
SPECIALIZATION :DISASTER MANAGEMENT
Paper No. – 306-A
Paper Title : MAN- MADE DISASTERS**

TOPIC	HOURS
CHAPTER – 1	4 Hrs
▪ Nature, Scope & Objective of Study	
CHAPTER – 2	4 Hrs
▪ Causes of Man- made disasters, Man- made Disaster, Awareness and Education	
CHAPTER – 3	5 Hrs
▪ Major historical events	

CHAPTER – 4

12 Hrs

- Type of Man- made disaster and effects/ damages.
Industrial disasters, Economic disasters, Social disasters, Socio- economic disasters, Environmental disasters, Ecological Disasters (Extinction, Deforestation, Droughts desertification)
- Technological Disasters

CHAPTER – 5

10 Hrs

- Industrial Safety and Security
- Nature and types of Industrial Disasters, onsite and offsite safety, Chemical disasters, Organizations for Disaster Management, Industrial laws on safety

CHAPTER – 6

5 Hrs

- Case Studies

Reference Text :-

- World disasters report- 1998 Oxford University Press.
- India Disaster Report – Towards a policy initiative, 2000 edited by Parasuraman S, Unnikrishnan
- Disaster Management- GK Ghosh

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M.B.A. Semester - III
SPECIALIZATION :DISASTER MANAGEMENT
Paper No. – 307-A
Paper Title : DISASTER RESPONSE- 1/2**

TOPIC	HOURS
CHAPTER – 1	4 Hrs
<ul style="list-style-type: none"> ▪ Essential Components of Disaster Response ▪ Disaster Response Plan ▪ Resource Management (Identification, Procuring, Propositioning and deployment) ▪ Directing and controlling functions ▪ Communication, Participation & activation of Emergency Preparedness Plan ▪ Logistics Management ▪ Need and damage assessment 	
CHAPTER – 2	4 Hrs
<ul style="list-style-type: none"> ▪ Stake holder Coordination in Disaster Response ▪ Disaster response organization ▪ Disaster response& administration - Central, State, District and Local ▪ Disaster Response: Policy & Other organization ▪ Role of multiple stakeholders in Disaster Response 	

CHAPTER – 3

4 Hrs

- Managing Human Behaviour & Response
- Psychological Response
- Trauma & Stress Management
- Rumor & Panic Management

CHAPTER – 4

4 Hrs

- Relief Measures
- Minimum standards of relief
- Managing relief
- Funding relief
- Recovery

CHAPTER – 5

4 Hrs

- Case Study

Reference Books:-

- National Disaster Response plan- NCDM
- Disaster Management – SL Goel , Ram Kumar
- Disaster Risk Reduction in South Asia- by Pradeep Sahni
- Prentice – Hall of India

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Sub-Centre, Latur.
M.B.A. Semester - III
SPECIALIZATION :DISASTER MANAGEMENT
Paper No. – 308-A
Paper Title : SUMMER INTERNSHIP REPORT - 1/2**

- To make MBA students aware of Industrial Environment by self experience students are sent for “Summer Internship “of minimum fifty days duration in a Business Organization / Company.
- It is to be carried out under the guidance and supervision of nominated Business Executive of the concern company.
- After the completion of Summer Internship students shall join third semester course. During third semester student will submit a written Summer Internship report, internal faculty (panel of two faculties) will examine the report. The evaluation details are given below:

EVALUATION SCHEME

- Since this is half credit course, will be evaluated for fifty marks

A) Project Report	(20 Marks)
B) Presentation	(15 marks)

(20 Minutes)

C) Viva Voce (15 Marks)

NOTE : Candidate will be admitted to third semester ,
provided He/ she has Undergone practical training
. He/ she should submit a certificate of completion
that is dully signed and stamped by Business
Executive Guide & Unit head of respective
organization.

**School of Management, Swami Ramanand Teerth Marathwada
University,
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M.B.A. Semester - III
SPECIALIZATION :INTERNATIONAL FINANCE AND BANKING
Paper No. – 304-B
Paper Title : MERGERS AND ACQUISITIONS**

TOPIC	HOURS
CHAPTER – 1	6 Hrs
▪ Introduction	
a. Merger	
b. Acquisition	
c. Corporate Restructuring	
CHAPTER – 2	6 Hrs
▪ Restructuring	
a. Eminence of mergers	
b. Eminence of acquisitions	
c. Eminence of amalgamations	

- d. Take – over’s
- e. Spin – off

CHAPTER – 3 **6 Hrs**

- **Valuation of Business**
 - a. Valuation of brands
 - b. Valuation of human resource capital
 - c. Valuation of intangible assets
 - d. Valuation of tangible assets

CHAPTER – 4 **6 Hrs**

- **Statutory Regulations**
 - a. Companies Act, 1956
 - b. SEBJ Regulations

CHAPTER – 5 **5 Hrs**

- **Taxation**
 - a. Acquisitions
 - b. Mergers

CHAPTER – 6 **4 Hrs**

- **Implications of M & A**
 - a. Leveraging of M & A
 - b. Due diligence

CHAPTER – 7 **7 Hrs**

- **Case Studies**

- a. Case studies of acquisitions
- b. Case studies of mergers & de-mergers

References :-

- Mergers, restructuring & corporate control A. Fred Weston / chug / Hoag – PH.
- Mergers, Acquisitions & corporate Restructuring – Prasad godbole – Vikas publication

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M.B.A. Semester - III**

SPECIALIZATION :INTERNATIONAL FINANCE AND BANKING

Paper No. – 305-B

**Paper Title : SECURITY ANALYSIS AND PORTFOLIO
MANAGEMENT**

TOPIC	HOURS
CHAPTER – 1	4Hrs
<ul style="list-style-type: none"> ▪ Introduction <ul style="list-style-type: none"> a. Concept of investment, objectives, classification b. Concept of risk and return c. Expected return, variance and standard deviation d. Diversification of risk 	
CHAPTER – 2	6Hrs
<ul style="list-style-type: none"> ▪ Stock market in India. <ul style="list-style-type: none"> a. BSE 	

- b. NSE
- c. OTCEI
- d. Regulation of securities market (SEBI)
- e. Types of security market Indices in India
CBSE – sensex, BSE 100 Index, NES-Nifty)

CHAPTER – 3

6Hrs

- **Fundamental Analysis and Technical Analysis**
 - a. Economic analysis, Industry analysis & Company analysis
 - b. Industry life cycle
 - c. Lead Indicator approach
 - d. Concept of Technical Analysis
 - e. Relative strength Analysis, Momentum

CHAPTER – 4

6Hrs

- **Efficient Market Hypothesis**
 - a. Concept of Efficient of market Hypothesis (EMH)
 - b. Forms of EMH
 - c. Empirical Tests of EMH in the Indian market

CHAPTER – 5

6Hrs

- **Portfolio Management**

CHAPTER – 6

5Hrs

- **Capital Market Theory**

- a. Markowitz model and Efficiency Frontier
- b. Capital Asset pricing model (CAPM)
- c. Capital Market Line & Security market Line
- d. Arbitrage pricing Theory

CHAPTER – 7

4Hrs

- **Portfolio Revision**

- a. Portfolio diversification
- b. Portfolio Revision Techniques – Formula plans, constant dollar value plan, constant ratio plan, variable ratio plan.

CHAPTER – 8

3Hrs

- **Portfolio Performance Measures**

- a. Sharpe Index
- b. Traynor Index
- c. Jensen's measure

Reference Books:

- SAPM – Fisher & Jordon
- SAPM – Rially Brown – Cenage
- SAPM – Prasanna Chandra
- Investment Management – Prceti Singh

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M.B.A. Semester - III
SPECIALIZATION :INTERNATIONAL FINANCE AND BANKING
Paper No. – 306-B
Paper Title : FINANCIAL MARKETS AND INSTITUTIONS**

TOPIC	HOURS
CHAPTER – 1	6Hrs
▪ Overview of Indian Financial System <ul style="list-style-type: none">a. Developments since 1991b. Recent Trendsc. Role of Financial Intermediariesd. Various Financial Intermediaries	
CHAPTER – 2	8Hrs
▪ Study of Interest Rates <ul style="list-style-type: none">a. Short Term, Medium Term and Long Termb. Emergence of Repos rate as the benchmarks ratec. Floating and Fixed rates of interestd. LIBOR, MIBOR and MIBID.	
CHAPTER – 3	6Hrs
▪ Regulatory Authorities in Financial Markets <ul style="list-style-type: none">a. SEBJ and RBJb. Role of SEBJ and RBJc. Salient features of status governed by them	

CHAPTER – 4 **6Hrs**

- **Non-Banking Financial Companies**
 - a. Introduction
 - b. Functions of NBFCs
 - c. Regulations affecting operations of NBFCs in India / Guidelines

CHAPTER – 5 **6Hrs**

- **Merchant Banking**
 - a. Introduction
 - b. Role and Functions of a merchant Banker
 - c. Issue Management
 - d. SEBJ Guidelines

CHAPTER – 6 **8Hrs**

- **Introduction to Financial Marks**
 - a. Money markets
 - b. Money market Instrument
 - c. Capital markets
 - d. Capital market Instrument
 - e. Regulations

Reference Books :

- Financial Institutions and markets – L.M.Bhole
- Indian Financial System – H.R.Machiraju
- Marketing of financial services – Avadhani
- Financial markets and services – Gordon & Natrajar
- Financial markets & Institutions – Saunders – TMH

- Financial markets & Institutions – Hurusawamu – Cenage
- Financial markets & Institutions – Kohn – TMH

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 M.B.A. Semester - III
 SPECIALIZATION :INTERNATIONAL FINANCE AND BANKING
 Paper No. – 307-B
 Paper Title : BANKING - 1/2**

TOPIC	HOURS
CHAPTER – 1	4Hrs
<ul style="list-style-type: none"> ▪ Introduction of Indian Banking System <ul style="list-style-type: none"> a. Features b. Drawbacks c. Types of banks d. Functions of banks e. LPG – Liberalization, Privatization & Globalization 	
CHAPTER – 2	4Hrs
<ul style="list-style-type: none"> ▪ Central Bank / Reserve Bank <ul style="list-style-type: none"> a. Role of central bank b. Functions c. RBJ and Monetary Policy 	
CHAPTER – 3	4Hrs
<ul style="list-style-type: none"> ▪ Commercial Banking 	

- a. Functions of Commercial banks
- b. Non-performing Assets
- c. Development Banking
- d. Credit Creation

CHAPTER – 4

4Hrs

- **Banking Operations**

- a. Types of bank accounts
- b. Banking products and services
- c. Corporate banking
- d. Plastic money
- e. E-banking

CHAPTER – 5

4Hrs

- **Bank Laws**

- a. Overview of banking regulation act
- b. RBG act
- c. Basel norms and other laws

Reference Books :

- Money and Banking – T.N.Hajela
- Banking and Financial Markets in India – Bhasin Niti
- Indian Banking – Natrajan – S.Chand
- Banking Principles and practices – shekhar – vikas publ

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M.B.A. Semester - III
SPECIALIZATION :INTERNATIONAL FINANCE AND BANKING
Paper No. – 308-B
Paper Title : SUMMER INTERNSHIP REPORT - ½**

To make MBA students aware of Industrial Environment by self experience students are sent for “Summer Internship “of minimum fifty days duration in a Business Organization / Company.

It is to be carried out under the guidance and supervision of nominated Business Executive of the concern company.

After the completion of Summer Internship students shall join third semester course. During third semester student will submit a written Summer Internship report, internal faculty (panel of two faculties) will examine the report. The evaluation details are given below:

Evaluation Scheme

Since this is half credit course, will be evaluated for fifty marks

- | | |
|-------------------|------------|
| A) Project Report | (20 Marks) |
| B) Presentation | (15 marks) |
| (20 Minutes) | |

C) Viva Voce

(15 Marks)

NOTE : Candidate will be admitted to third semester , provided He/ she has Undergone practical training . He/ she should submit a certificate of completion that is dully signed and stamped by Business Executive Guide & Unit head of respective organization.

**School of Management, Swami Ramanand Teerth Marathwada
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M.B.A. Semester - III
SPECIALIZATION : HUMAN RESOURCE MANAGEMENT
Paper No. – 304-C
Paper Title : HUMAN CAPITAL – MANAGEMENT**

TOPIC	HOURS
CHAPTER – 1	7Hrs
▪ Introduction to Human Capital – Human Capital Concept, Importance, Human Resource/capital according to Leon C Meginson, Managing Human Capital in executing strategy, HR architecture as a strategic asset, Creating and implementing an HR scorecard, cost benefit analysis for HR interventions	

CHAPTER – 2

7Hrs

- **HR Planning** - Definition, Objectives, Importance, Factors affecting on HRP, Process of HRP, Employee Forecasting – Trend analysis, Ratio Analysis, Scatter Plot, Computerized Forecasting, Delphi Method, Manager Judgment, Supply forecasting. **Job analysis** – Process, Methods of Collecting Data, Job Description – Contents, Writing Job Description, Job Specification.

CHAPTER – 3

8Hrs

- **Recruitment** – Online recruitment; Employee referrals; Recruitment process outsourcing; Head hunting; Executive education; Flexi timing; Telecommuting; Work - life balance; Employee empowerment; Employee involvement; Autonomous work teams; e-recruitment

CHAPTER – 4

7Hrs

- **Selection of Human Resource** - Meaning, Essentials of Selection Procedure, Selection Hurdles, Selection Procedure - Application Blank; Employment Tests- Utility and Validity, Employment Interviews- Principles and Techniques, Medical Test, Reference Check, Appointment- Terms and conditions.

Induction Programs – formal or Informal, individual or collective, Requisites of effective program

Reference Books:

1. Personnel Management by Edwin Flippo.
2. Personnel & Human Resource Management – Text & Cases by P. Subba Rao.
3. Human Resource Management – An Experiential Approach by H. John Bernandin & Joyce E. A. Russell.
4. Human Resource Management – S.S.Khanka (S. Chand & Company Ltd. New Delhi.)
5. Human Resource Management and Personnel Management – Aswathappa (Tata Magraw Hill New Delhi)
6. Becker B E, Huselid MA, Ulrich D, “The HR Scorecard” Harvard Business School Press, 2001
- 7) HRD Audit; Author: T. V. Rao Pub: “Response Books” Leading HR,
- 8) Delivering Competitive Advantages Author: Clive Morton, Andrew Newall, Jon Sparkes Pub: Jaico Publishing House 1st edition
- 9) Re-engineering of Human Resources Author: Lyle Spencer (Jr) Pub: John Wiley and Sons
10. www.od.com
11. www.shrm.org

**School of Management, Swami Ramanand Teerth Marathwada
University,
Sub-Centre, Latur.
M.B.A. Semester - III
SPECIALIZATION : HUMAN RESOURCE MANAGEMENT
Paper No. – 305-C
Paper Title : TRAINING, DEVELOPMENT AND
COMPENSATION MANAGEMENT**

TOPIC	HOURS
<p style="text-align: center;">CHAPTER – 1</p> <ul style="list-style-type: none"> ▪ Introduction to Training: Concept, Definition, Meaning, Need for Training, Importance of Training, Objectives of Training, Concepts of Education, Training and Development, Overview of Training Functions, Types Of Training 	6Hrs
<p style="text-align: center;">CHAPTER – 2</p> <ul style="list-style-type: none"> ▪ Process of Training: Steps in Training, Identification of Job Competencies, Criteria for Identifying Training Needs (Person Analysis, Task Analysis, Organization Analysis), Assessment of Training Needs, Methods and Process of Needs Assessment. 	5Hrs
<p style="text-align: center;">CHAPTER – 3</p> <ul style="list-style-type: none"> ▪ Designing and Implementing a Training Program: Trainer Identification, Methods and Techniques of Training, Designing a Training Module [Cross Cultural, Leadership, Training the Trainer, Change], 	5Hrs

Management Development Program, Budgeting of Training.

CHAPTER – 4

7Hrs

- **Evaluation of Training Program & e-training:** Kirkpatrick Model of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI of Training. *Technology in Training:* CBT, Multimedia Training, E-Learning / Online Learning, Distance Learning.

CHAPTER – 5

5Hrs

- **Reward and Compensation** - Performance based pay; Skill based pay; Team based pay, broad banding; Profit sharing; Executive Compensation; Variable pay

CHAPTER – 6

6Hrs

- **Retrenchment** - Downsizing; Voluntary retirement schemes (VRS), HR outsourcing; Early retirement plans; Project based employment

CHAPTER – 7

8Hrs

- **Performance Management** - Defining key result areas (KRA); Result based performance; linking performance to pay; Merit based promotions

Books Recommended:-

1. Employee Training and Development - Raymond Noe
2. Every Trainers Handbook- Devendra Agochia
3. 360 Degree Feedback, Competency Mapping & Assessment Centre- Radha Sharma Page 1 of 305-C
4. Training and Development- S.K. Bhatia
5. HRM-Biswajeet Pattanayak
6. Human resource management – Garry Dessler, PHI, New Delhi
7. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi
8. Strategic HRM – Charles Greer, Pearson education Asia, New Delhi
9. Pareek Uday, “ Beyond Management”
10. Tropman John – Compansation Solution, Jossey –Bass Publication, 2001
11. Martocchio Joseph – Strategic compensation – HRM approach, Prentice hall, 2001
12. www.benefitsnews.com
13. www.fed.org/resrclib/subject.htm#comp

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M.B.A. Semester - III
SPECIALIZATION : HUMAN RESOURCE MANAGEMENT
Paper No. – 306-C
Paper Title : HUMAN RESOURCE ACCOUNTING AND
AUDIT**

TOPIC	HOURS
CHAPTER – 1	4Hrs
▪ Auditing of HR for optimum utilization and organization profitability, growth and productivity	
CHAPTER – 2	3Hrs
▪ Audits of Business Goals and plans	
CHAPTER – 3	3Hrs
▪ Audits of Business Assumptions	
CHAPTER – 4	3Hrs
▪ Audits of Business Personnel Practices	
CHAPTER – 5	4Hrs
▪ Audits of Business Human Resources Utilization	
CHAPTER – 6	3Hrs
▪ Audits of Business Productivity norms	
CHAPTER – 7	3Hrs
▪ Audits of Business Personnel Budgeting	
CHAPTER – 8	4Hrs
▪ Human Resource Accounting	
CHAPTER – 9	3Hrs

- Audit of Executive Turnover

- **CHAPTER – 10** **3Hrs**
Auditing of Industrial Relation

- **CHAPTER – 11** **3Hrs**
Auditing of Industrial Committee Management

- **CHAPTER – 12** **4Hrs**
Cost involved with Recruitment, Initiation and Training, Job-elevation and Compensation planning

References:

- Dr Mangal S K , Statistics in Psychology and Education, Prentice hall of India, 2002
- Anne Anastasi, Psychological Testing, Macmillan Publishing Company
- HRD Audit; Author: T. V. Rao Pub: “Response Books” Leading HR,

**School of Management, Swami Ramanand Teerth Marathwada
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M.B.A. Semester - III**

SPECIALIZATION : HUMAN RESOURCE MANAGEMENT

Paper No. – 307-C

**Paper Title : HUMAN RESOURCE ADMINISTRATION –
APPLICATION & PROCEDURE (1/2)**

TOPIC	HOURS
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- CHAPTER – 1** **2 Hrs**
- **HR Administration** – Definition, Nature, Objectives, Principles.
- CHAPTER – 2** **3 Hrs**
- **HR Policy** – Definition, Scope, Process, Objectives, Contents of Personnel file & Personnel audit, Personnel Department Structure, proper environment around factory.
- CHAPTER – 3** **3 Hrs**
- **General Communication** – Drafting of appointment orders, Interview Letters, Promotion, Transfer & Appreciation Letters, Notices & Circulars (All Types)
- CHAPTER – 4** **4 Hrs**
- **Wage & Salary Administration** – General consideration in wage & Salary administration – Objectives & principles, Time keeping, Attendance, Statutory Returns – TDS, Professional Tax, Form 16 (A), PF & ESI Returns.
- CHAPTER – 5** **3 Hrs**
- **Disciplinary Action Communication** – Suspension Orders, show cause, Notices, memo, charge sheet, warning, letter of termination & dismissal.

CHAPTER – 6

3 Hrs

- **Calculations** – Calculation for superannuation, gratuity & bonus

CHAPTER – 7

2 Hrs

- **Challenges** of modern HR manager.

Books Recommended:-

- Guide on Labor Management forms and precedents (Law, Practice & Procedure) by S.D. Puri (Snow white publications)
- Personnel Management by Edwin Flippo
- Personnel Management by C.B. Mamoria
- Dynamics of personnel Administration by Rudrabaswaraj.

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M.B.A. Semester - III

SPECIALIZATION : HUMAN RESOURCE MANAGEMENT

Paper No. – 308-C

Paper Title : SUMMER INTERNSHIP REPORT- 1/2

- To make MBA students aware of Industrial Environment by self experience students are sent for “Summer Internship “of minimum fifty days duration in a Business Organization / Company.

- It is to be carried out under the guidance and supervision of nominated Business Executive of the concern company.
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EVALUATION SCHEME

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A) Project Report (20 Marks)

B) Presentation (15 marks)
(20 Minutes)

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M.B.A. Semester - III
SPECIALIZATION : MARKETING MANAGEMENT
Paper No. – 304-D
Paper Title : MARKETING RESEARCH**

TOPIC	HOURS
<p>CHAPTER – 1</p> <ul style="list-style-type: none"> ▪ Introduction to MR ▪ Need and Scope of MR ▪ Structure of MR studies 	4 Hrs
<p>CHAPTER – 2</p> <ul style="list-style-type: none"> ▪ Quantitative and Qualitative analysis during various decision phases, scaling ▪ Opportunity Analysis : Attitude and motivation research; focus groups and depth interviews; concept tests and CUT ▪ Test marketing and market segmentation 	7 Hrs
<p>CHAPTER – 3</p> <ul style="list-style-type: none"> ▪ Advertising Research concepts of copy testing, Ad, recall, Ad. Comprehension, Opening and Punch/Base line Research. 	8 Hrs

- Stages involved in Advertising research
- Types of advertising research – Print, Out-door, TV/Cinema, mobile outdoor media, effectiveness of each medium and how to determine it, suitability of each medium to our products and industry, NRS/IRS- How to read and use them for decision making.

CHAPTER – 4

8 Hrs

- Brand Equity Research
- Positioning Research
- Corporate Image Measurement Research
- Sales Promotion Research

CHAPTER – 5

5 Hrs

- Research for Advertising planning; advertising objectives and media experiments
- Advertising Research for monitoring and control : pre/post testing of ads; DARs and Tracking studies; Consumer panels

CHAPTER – 6

8 Hrs

- Analysis of Data: basic techniques : X² test, t-test and large sample tests regression, ANOVA, non-parametric tests
- Introduction to advanced techniques; Factor analysis, Cluster and discriminate Analysis; Conjoint Analysis, MDS

References Books :-

- Marketing Research – An applied approach by Kinnear and Taylor
- Research for Marketing Decisions by Green Paul and Tull
- Marketing Research Text Applications and Case Studies and 4th ed.- Boyd
- Westfall and Stasch
- Marketing Research, Text Application – Majumdar, R.
- Marketing Research – Aaker, kumar and Day.

Internet References Books :-

- www.mis.org.uk
- www.asiamarketresarch.com

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M.B.A. Semester - III
SPECIALIZATION : MARKETING MANAGEMENT
Paper No. – 305-D
Paper Title : CONSUMER BEHAVIOR**

TOPIC

HOURS

CHAPTER – 1

2 Hrs

- Importance and impact of consumer behaviour in today's marketplace. 7 O's framework for consumer behavioural analysis

CHAPTER – 2	2 Hrs
<ul style="list-style-type: none"> ▪ Intervening external environment variables – culture, subculture, social class, social groups, family decision making. 	
CHAPTER – 3	2 Hrs
<ul style="list-style-type: none"> ▪ Opinion Leadership and process of diffusion of innovations. 	
CHAPTER – 4	4 Hrs
<ul style="list-style-type: none"> ▪ Intervening individual determinants – motivation, personality and self-concept, perception and information processing, learning and memory ▪ Attitudes Formation & Change 	
CHAPTER – 5	6 Hrs
<ul style="list-style-type: none"> ▪ Decision – making process – buying roles, types of buying behaviour, buying decision stages, ▪ Pre – purchase, purchase and post – purchase behaviour and tracking ▪ Cross – cultural issues of consumer behaviour 	
CHAPTER – 6	4 Hrs
<ul style="list-style-type: none"> ▪ Rural consumer behaviour ▪ Organisational buying behaviour 	

- Behaviour for FMCGs v/s Consumer durables v/s Services

CHAPTER – 7

4 Hrs

- To understand the industrial products, characteristics and applications
- Differences between Industrial Marketing and Consumer Marketing with specific reference to the Marketing mix
- Segmenting the Industrial Markets and positioning the products

CHAPTER – 8

4 Hrs

- Vendor selection process, value analysis and value engineering. 4 Hrs VIII
- Importance of costing, pricing and bidding; Factors influencing industrial product pricing
- Industrial buying behaviour; the importance of decision making process in Industrial Marketing

CHAPTER – 9

6 Hrs

- Use of various promotional tools, viz., advertising, catalogues, brochures, participation in exhibitions – the effectiveness of each of these tools in Industrial Marketing.

CHAPTER – 10

3 Hrs

- Role of Personal Selling in Industrial Marketing; Importance of consultants and expectations from the consultants in marketing.

CHAPTER – 11

3 Hrs

- Presentations on the assignments given by the students.

Prescribed text Books :-

- Schiffman and Kanuk, Consumer Behaviour, 6th Edition
- Brand Equity in Eco times on Wednesday

References Books :-

- Loudon and Della Bitta, Consumer Behaviour, 4th Edition
- Industrial Selling – David D.Seltz
- Industrial Marketing Research Handbook – Paul N. Hague
- Industrial Marketing – Alexander Cross and Hill

5. Internet References Books :-

- www.consumerpsychologist.com
- www.consumerpsychology.net
- www.demographics.com

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M.B.A. Semester - III

SPECIALIZATION : MARKETING MANAGEMENT

Paper No. – 306-D

Paper Title : BRAND MANAGEMENT

TOPIC	HOURS
CHAPTER – 1	2 Hrs
<ul style="list-style-type: none"> ▪ Role of product Management in Contemporary Marketing Environment. ▪ Functions, Limitations, Challenges & Conflicts of Product Management 	
CHAPTER – 2	2 Hrs
<ul style="list-style-type: none"> ▪ Product Strategy and Integration with Marketing Mix elements, Product Planning and Marketing Planning : Understanding the relationship, Category Planning and Evaluation 	
CHAPTER – 3	2 Hrs
<ul style="list-style-type: none"> ▪ Importance of Market Planning & Preparation of Marketing Plan ▪ Customer & Competitor Analysis 	
CHAPTER – 4	4 Hrs
<ul style="list-style-type: none"> ▪ Use of secondary sources of data for product market analysis, opportunity analysis, demand potential, media planning etc., sources such as CMIE, R K Swamy, BBDO Index, GIS/NRS/IRS, ORG retail audit etc. 	
CHAPTER – 5	4 Hrs
<ul style="list-style-type: none"> ▪ Different Importance of Marketing Mix elements for different product categories 	

- Managing new product process & diffusion of innovation
- Managing existing product over product life cycle.

CHAPTER – 6

6 Hrs

- Financial analysis for Product management
- Giving brief to advertising agency & evaluating advertising & media plan.
- Assessing research requirements, auctioning & monitoring output.

CHAPTER – 7

4 Hrs

- Introduction to Brands : Products v/s Brands, Anatomy of Brand, Overview of brand building process.
- Customers and Brands : Understanding brands from the customer's perspective

CHAPTER – 8

5 Hrs

- Brand Positioning
- Brand Identity : Brand Essence, Brand Personality, Brand Customer Relationships etc.
- Articulating the Brand Identity : Logos, Mascots, Taglines, packaging etc.

CHAPTER – 9

5 Hrs

- Executing the Brand Identity through the 4P's

- Executing the Brand Identity through ‘Promotion’
- Brand Extensions
- Brand Product Portfolio

CHAPTER – 10

6 Hrs

- Brand Equity : Development and Measurement
- Managing the Brand Portfolio over time

Prescribed text Books :-

- Lehman, DR and Winer, 2002. Product Management, New Delhi: Tata Mcgraw Hill
- Kevin Kellar – Strategic Brand Management

References Books :-

- Hisrich, R, and peters, M, Marketing Decisions for New and Mature
- Products, 2nd Ed, prentice Hall, 1991.
- Pran K.Chaudhary (2001), Successful Branding, Hyderabad : university Press Hill

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M.B.A. Semester - III**

SPECIALIZATION : MARKETING MANAGEMENT

Paper No. – 307-D

Paper Title : RURAL MARKETING - ½

TOPIC	HOURS
CHAPTER – 1	3 Hrs
<ul style="list-style-type: none"> ▪ Understanding the rural market environment ▪ Rural v/s urban marketing ▪ Problems in rural marketing 	
CHAPTER – 2	4 Hrs
<ul style="list-style-type: none"> ▪ Rural marketing strategy ▪ Rural marketing v/s marketing of rural products ▪ Issues in rural marketing 	
CHAPTER – 3	4 Hrs
<ul style="list-style-type: none"> ▪ Analysis and presentation of case on issues in rural marketing (group exercise) 	
CHAPTER – 4	3 Hrs
<ul style="list-style-type: none"> ▪ Difference between commercial marketing, cause – related marketing and social marketing 	
CHAPTER – 5	3 Hrs
<ul style="list-style-type: none"> ▪ Determining Research needs and Resources; Mapping the internal and external environments of the organizations 	

CHAPTER – 6

3 Hrs

- Establishing Target Audience's objectives and Goals:
Selecting Target Audiences Setting Objectives and Goals

References Books :-

- Rajagopal, 1998. Rural marketing : Development, Policy, Planning and Practice, Jaipur : Rawat Publications
- Gopaldaswamy, T.P. 1997. Rural marketing : Environment Problems and Strategies, New Delhi : Wheeler Publishing
- Krishnamachayulu, C.G.S. and Ramakrishnan Lalitha 2002. Rural Marketing, Singapore : Pearson Education Pvt. Ltd.,
- Kotler, P. 1985. Marketing for Non-profit organizations, New : Prentice Hall of India.
- Juneja M.M. (1993), The Mahatma and the Millionaire, - Biral : A Biography, Modern Publishers, Hissar

Internet References Books :-

- Social Marketing and Franchising for Essential Health Care
www.naco.nic.in/nacp/public.html
- Marketing Sanitation in Rural India
www.worldbank.com/watsan/forum2000/-marketing_india.pdf
- Marketing Safe Drinking Water and Sanitation
- www.ionindia.com www.sulabhinternational.org
- Novartis Foundation for Sustainable Development
http://www.foundation.novartis.com/social_marketing.htm
- Population Services International
- www.pis.org

**School of Management, Swami Ramanand Teerth Marathwada
University,
Sub-Centre, Latur.
M.B.A. Semester - III
SPECIALIZATION : MARKETING MANAGEMENT
Paper No. – 308-D
Paper Title : SUMMER INTERNSHIP REPORT – ½**

- To make MBA students aware of Industrial Environment by self experience students are sent for “Summer Internship “of minimum fifty days duration in a Business Organization / Company.
- It is to be carried out under the guidance and supervision of nominated Business Executive of the concern company.
- After the completion of Summer Internship students shall join third semester course. During third semester student will submit a written Summer Internship report, internal faculty (panel of two faculties) will examine the report. The evaluation details are given below:

EVALUATION SCHEME

- Since this is half credit course, will be evaluated for fifty marks

A) Project Report	(20 Marks)
B) Presentation	(15 marks)

(20 Minutes)

C) Viva Voce (15 Marks)

NOTE : Candidate will be admitted to third semester ,
provided He/ she has Undergone practical training
. He/ she should submit a certificate of completion
that is dully signed and stamped by Business
Executive Guide & Unit head of respective
organization.

**School of Management, Swami Ramanand Teerth Marathwada
University,
Sub-Centre, Latur.
M.B.A. Semester - IV
COMPULSORY
Paper No. - 401
Paper Title : STRATEGIC MANAGEMENT**

TOPIC	HOURS
CHAPTER – 1	3 Hrs
▪ Strategy and the Quest for Competitive Advantage: Military origins of strategy – Evolution - Concept and Characteristics of strategic management – Defining strategy – Mintzerbg’s 5Ps of strategy – Corporate, Business and Functional Levels of strategy - Strategic Management Process.	

CHAPTER – 2

3 Hrs

- **Strategic Intent & Strategy Formulation:** Vision, mission and purpose – Business definition, objectives and goals – Stakeholders in business and their roles in strategic management - Corporate Social Responsibility, Ethical and Social Considerations in Strategy Development.

CHAPTER – 3

3 Hrs

- **Strategic analysis:** Analyzing Company's Resources and Competitive Position -Organizational Capability Profile – Strategic Advantage Profile – Core Competence - Distinctive competitiveness.

CHAPTER – 4

3 Hrs

- **Analyzing Company's External Environment:** Environmental appraisal – Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) – Industry Analysis - Porter's Five Forces Model of competition.

CHAPTER – 5

2 Hrs

- **Corporate Portfolio Analysis:** Business Portfolio Analysis - Synergy and Dysergy - BCG Matrix – GE 9 Cell Model - Concept of Stretch, Leverage and fit

CHAPTER – 6

2 Hrs

- **Generic Competitive Strategies:** Low cost, Differentiation, Focus.

- CHAPTER – 7** **3 Hrs**
- **Grand Strategies:** Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies.
- CHAPTER – 8** **3 Hrs**
- **Tailoring strategy to fit specific industry** – Life Cycle Analysis - Emerging, Growing, Mature & Declining Industries.
- CHAPTER – 9** **3 Hrs**
- **New Business Models and strategies for Internet Economy:** Shaping characteristics of E-Commerce environment – E-Commerce Business Model and
 - Strategies – Internet Strategies for Traditional Business – Key success factors in
 - E-Commerce – Virtual Value Chain.
- CHAPTER – 10** **3 Hrs**
- **Strategy implementation** - Project implementation – Procedural implementation – Resource Allocation – Organization Structure – Matching structure and strategy.

CHAPTER – 11	3 Hrs
<ul style="list-style-type: none"> ▪ Behavioural issues in implementation – Corporate culture – Mc Kinsey’s 7s Framework - Concepts of Learning Organization 	
CHAPTER – 12	2 Hrs
<ul style="list-style-type: none"> ▪ Functional issues – Functional plans and policies – Financial, Marketing, Operations, Personnel, IT. 	
CHAPTER – 13	2 Hrs
<ul style="list-style-type: none"> ▪ Strategy Evaluation – Operations Control and Strategic Control - Symptoms of malfunctioning of strategy — Balanced Scorecard. 	
CHAPTER – 14	5 Hrs
<ul style="list-style-type: none"> ▪ Cases in strategic management: A minimum of 5 cases encompassing the above topics to be analyzed and discussed in the class. 	

Books Recommended:-

1. A. A. Thompson Jr., A J Strickland III, J E Gamble,
Crafting & Executing Strategy – The Quest for
Competitive Advantage, Tata McGraw Hill, 4th ed.,
2005.
2. Ranjan Das, Crafting the Strategy: Concepts and Cases in
Strategic Management, Tata McGraw Hill, 2004.

3. Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel (1998). Strategy Safari. Free Press, New York.
4. Gary, Hamel and Prahalad, C. K. (1999). Competing for the Future. HBS Press.
5. Ed. C.A. Montgomery, M.E. Porter, Strategy – Seeking and Securing Competitive Advantage, Harvard Business Review Publications, 1991.
6. Peter F. Drucker, Managing in a Time of Great Change, Truman Talley Books / Plume Penguin Group, 1998.

**School of Management, Swami Ramanand Teerth Marathwada
 University,
 Sub-Centre, Latur.
 M.B.A. Semester - IV
 COMPULSORY
 Paper No. - 402
 Paper Title : BUSINESS ETHICS**

TOPIC	HOURS
CHAPTER – 1	8 Hrs
<ul style="list-style-type: none"> ▪ Nature and objectives of business ethics : Relationship between business and ethics, characteristics and need for business ethics, arguments against business ethics. Attitudes, beliefs and life positions concepts, right attitudes and wrong attitudes. 	

CHAPTER – 2 **8 Hrs**

- The system of universalism the system of utilitarianism, the system of distributive justice and social contracts, individual freedom of choice, legal system and professional codes.

CHAPTER – 3 **8 Hrs**

- Culture and ethics, social culture and individual ethics, social contract theory, collective or socialism theory, organic theory, idealist theory, similarity of ethical values in different cultures.

CHAPTER – 4 **8 Hrs**

- Role of legislation in enforcing ethical business behavior, relationship between law and ethics, role of government in enforcing ethical behavior.

CHAPTER – 5 **8 Hrs**

- Relationship between ethics and corporate excellence, corporate mission, code of ethics, organizational culture, total quality management, ethics and individual behaviour. Gandhian philosophy, social and economic responsibility of business.

Suggested Readings:

1. R.C. Shekhar, Ethical Choices in Business, Response Books, New Delhi.
2. Duthans, Hodgetts and Thomson, Social Issues in Business, Macmillan, New York.
3. Rituparna Raj, A Study in Business Ethics, Himalays, Mumbai.
4. White T.I., Business Ethics, Macmillan, New York.
5. Chonko, Lawrence B., Ethical Decision Making in Marketing, Sage, New Delhi.
6. Chakraborty S.K., Ethics in Management, Oxford University Press, New Delhi.
7. Monappa A., Ethical Attitudes of Indian Managers, AIMA, New Delhi.
8. Ramu S.S., Corporate Crisis Management, Response Books, New Delhi.
9. Joseph A. Patrick and John F. Quinn, management Ethics, Response Books New Delhi.

**School of Management, Swami Ramanand Teerth Marathwada
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Sub-Centre, Latur.
M.B.A. Semester - IV
COMPULSORY
Paper No. - 403
Paper Title : RESEARCH PROJECT WORK**

- This is full credit course, being evaluated for 100 marks.
- The students shall choose Research Topic after consultation with Faculty Research Guide at the end of third semester.
- The student should submit report at the mid of fourth semester, evaluation of the same will be at the end of fourth semester. The evaluation scheme is as given below:

EVALUATION SCHEME

A) Problem Statement	05 Marks
B) Literature Review	05 Marks
C) Research Methodology	10 Marks
D) Data Analysis	10 Marks
E) Conclusion	10 Marks
F) Suggestions	10 Marks
G) Presentation	25 Marks
H) Viva Voce	25 Marks

Viva voce shall be conducted by panel of two members; one member would be external expert

**School of Management, Swami Ramanand Teerth Marathwada
University,
Sub-Centre, Latur.
M.B.A. Semester - IV
SPECIALIZATION :DISASTER MANAGEMENT
Paper No. – 404-A
Paper Title : RISK ASSESSMENT & VULNERABILITY
ANALYSIS**

TOPIC	HOURS
CHAPTER – 1	5 Hrs
▪ Hazard, Risk and Vulnerability, Risk Concepts and Elements	
CHAPTER – 2	12 Hrs
▪ Risk Reduction, Risk analysis techniques, Participatory risk assessment , Vulnerability analysis and Risk assessment	
CHAPTER – 3	10 Hrs
▪ Observation and perception of vulnerability, Vulnerability Identification, Vulnerability- Social factors and economic factors	
▪ Vulnerability to shanty settlements, Vulnerability and natural disaster	

CHAPTER – 4

8 Hrs

- Strategies for survival, Resource analysis and mobilization, Vulnerability and development planning, Strategic development for Vulnerability reduction.

CHAPTER – 5

5 Hrs

- Case study

Reference Books :-

- Disaster Risk Reduction in South Asia- by Pradeep Sahni - Prentice – Hall of India
- Disaster Mitigation and Management Post – Tsunami Perspectives P, Jagadish Gandhi
- Disaster Mitigation – Experiences and reflections – By Pradeep sahani - Prentice – Hall of India
- Disaster Management – Volume I – G K Ghosh

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M.B.A. Semester - IV

SPECIALIZATION :DISASTER MANAGEMENT

Paper No. – 405-A

Paper Title : DISASTER PREPAREDNESS

TOPIC

HOURS

CHAPTER – 1**6 Hrs**

- Disaster Management Cycle, Disaster Planning, Warning Systems, Disaster training, prevention, community preparedness and response.

CHAPTER – 2**6 Hrs**

- Disaster Preparedness Plan, Community Based Disaster Preparedness plan.

CHAPTER – 3**6 Hrs**

- Prediction : Technological development, Monitoring network, development of expertise / manpower , forecasting

CHAPTER – 4**10 Hrs**

- Preparation : material, relief required- sources of relief, modes and means of transport, medical facility, communication network. Preparation of manpower , awareness of damages, perception, reaction time. Authority: Hierarchy set-up, direction of communication

CHAPTER – 5**6 Hrs**

- Disaster Preparedness: Policy and Programmes, Disaster Management act 2005

CHAPTER – 6

6 Hrs

- Case studies

Reference Books :-

1. Disaster Mitigation and Management Post – Tsunami Perspectives P, Jagadish Gandhi
2. State, NGO's and Disaster Management – Kishor C , Samal, Shibalal Meher, Nilkanth Panigrahi, Srikant Mohanty.
3. Textbook of Disaster Management Education : Dr. Jayeshsingh Shah, Ashtosh Singh, Tembe
4. Culture of prevention- national centre for disaster management.

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M.B.A. Semester - IV

SPECIALIZATION :DISASTER MANAGEMENT

Paper No. – 406-A

**Paper Title : RECOVERY, RECONSTRUCTION AND
REHABILITATION**

TOPIC

HOURS

CHAPTER – 1

8 Hrs

- Rescue, relief, Development and Reconstruction

CHAPTER – 2

8 Hrs

- Rehabilitation , Stress Management

CHAPTER – 3

8 Hrs

- The Government and Disaster
- Disaster and Non governmental efforts
- Role of Local Institutions
- Insurance, Police , Media

CHAPTER – 4

8 Hrs

- International Disaster assistance

CHAPTER – 5

8 Hrs

- Case study

Reference Books :-

- 1 State, NGO's and Disaster Management – Kishor C , Samal,Shibalal Meher, Nilkanth Panigrahi, Srikant Mohanty.
- 2 Textbook of Disaster Management Education : Dr. Jayeshsingh Shah, Ashtosh Singh, Tembe.

**School of Management, Swami Ramanand Teerth Marathwada
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M.B.A. Semester - IV

SPECIALIZATION :DISASTER MANAGEMENT

Paper No. – 407-A

Paper Title : DISASTER MEDICINE- 1/2

TOPIC	HOURS
CHAPTER – 1	4 Hrs
▪ Disaster Medicine- Meaning, Importance and components, Epidemiological Study of Disaster, Prevention of risk	
CHAPTER – 2	4 Hrs
▪ Medical Preparedness Plan, Logistic Management, Remote area Planning	
CHAPTER – 3	4 Hrs
▪ Education and training in Health Management of Disaster, Disaster Site Management, Clinical Casualty management, Community Health Management	
CHAPTER – 4	4 Hrs
▪ Medical and Health response to different disasters, Role of Information and communication technology in Health response	
CHAPTER – 5	4 Hrs
▪ Psychological Rehabilitation	
CHAPTER – 5	4 Hrs
▪ Case study	

Reference Books:-

- Disaster Mitigation – Experiences and reflections
– By Pradeep sahani Prentice – Hall of India

**School of Management, Swami Ramanand Teerth Marathwada
University,
Sub-Centre, Latur.
M.B.A. Semester - IV
SPECIALIZATION :DISASTER MANAGEMENT
Paper No. – 408-A
Paper Title : COMMUNITY BASED DISASTER
MANAGEMENT- ½**

TOPIC	HOURS
CHAPTER – 1	4 Hrs
▪ Status of Indian Community in terms of capacity and effects of Disaster	
CHAPTER – 2	4 Hrs
▪ Training needs of the community	
CHAPTER – 3	4 Hrs
▪ Preparedness of community in terms of	
▪ Mitigation	
▪ Prevention	
▪ Response	

- | | |
|--|--------------|
| CHAPTER – 4 | 4 Hrs |
| <ul style="list-style-type: none"> ▪ Community level disaster management plans in rural and urban areas. School, Residential and Public place safety. | |
| CHAPTER – 5 | 4 Hrs |
| <ul style="list-style-type: none"> ▪ Role of NGO in Disaster Management | |
| CHAPTER – 6 | 4 Hrs |
| <ul style="list-style-type: none"> ▪ Case Study | |

Reference Books:-

- Disaster Mitigation – Experiences and reflections
– By Pradeep sahani
- Prentice – Hall of India
- Sustainable Community Based Disaster Management Practices in Asia
- -A user guide by Kobe,japan-UNCRD
- Disaster Risk Reduction in South Asia- by Pradeep Sahni
- Prentice – Hall of India
- Citizens guide to Disaster management- By Santosh Modh
- Macmillan Publishers India Ltd.

**School of Management, Swami Ramanand Teerth Marathwada
University,
Sub-Centre, Latur.
M.B.A. Semester - IV
SPECIALIZATION : INTERNATIONAL FINANCE AND BANKING
Paper No. – 404-B
Paper Title : FIXED INCOME SECURITIES**

TOPIC	HOURS
CHAPTER – 1	6 Hrs
▪ Understanding Basics of Bonds Mathematics	
a. Yield to Maturity	
b. Spot rates / forward rates / and par yield	
c. Bootstrapping process for zero curve	
d. Yield curve slope and the theory	
CHAPTER – 2	7 Hrs
▪ Understanding Duration and Convexity	
a. Measuring duration and convexity	
b. Duration of par / discount / premium bonds	
c. M square & key Rate Duration	
d. Barbele, Ladder & Bullet strategy	
CHAPTER – 3	5 Hrs
▪ Bond Management Strategies	
a. Active & passive managements strategies	
b. Classical and contingent Immunization	

- c. Duration Based Asset Liability Risk Management.

CHAPTER – 4 **6 Hrs**

- **Mortgage Backed Securities**
 - a. Mortgage Mathematics
 - b. MBS & Asset Securitisation
 - c. Securitisation structures

CHAPTER – 5 **5 Hrs**

- **Interest Rate Futures**
 - a. T-bill & I-bond futures
 - b. Duration Based hedging using futures

CHAPTER – 6 **6 Hrs**

- **Interest Rate Options**
 - a. Forward Rate Agreement
 - b. Caps / Floor / Collar
 - c. Black's model of interest option valuation
 - d. Caplet Floor let – swaplet parity

CHAPTER – 7 **6 Hrs**

- **Interest Rate Swaps**
 - a. Basics of swaps
 - b. Vallration of swaps [Fixed Side]
 - c. Forward / Amortising / Asset swaps
 - d. Valuing a swap during its life.

Reference Books :

- Fixed income markets & their derivatives – suresh sunderasa – Thomas Learning.
- The Hand Book of Fixed Income Securities 0 Fabozzi Frank – MC-Craw Hill International
- Swaps – Richard Flavell – John wiley publications

**School of Management, Swami Ramanand Teerth Marathwada
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M.B.A. Semester - IV

SPECIALIZATION : INTERNATIONAL FINANCE AND BANKING

Paper No. – 405-B

Paper Title : INTERNATIONAL FINANCE

TOPIC	HOURS
CHAPTER – 1	6 Hrs
▪ International Trade	
Dynamics of Export growth	
Integration of Global	
Trade Blocks	
International Financial institutions	
Finance Function	
Theories of international Trade	
CHAPTER – 2	7 Hrs
▪ International Monetary Systems	
a. Fixed Exchange Rate system	

- b. Floating Exchange Rate system
- c. Gold standard, gold – Exchange standard, Bretton woods, post.
Dretton woods & European monetary systems
- d. Balance of payment
- e. Components of balance of payment
- f. Factors Affecting the components of Balance of payment

CHAPTER – 3

7 Hrs

- **Foreign Exchange Market**

- a. Structure of Foreign Exchange market
- b. Theries of Exchange Rate determination
- c. Exchange control Regulation and FEMA
- d. Foreign Exchange markets with reference to New york, London, Tokyo, Hong kong & Singapore

CHAPTER – 4

6 Hrs

- **Financing & International Trade**

- a. Import Financing
- b. Export Financing
- c. The Role of Exim bante
- d. Export credit guarantce corporation (ECGC)

CHAPTER – 5

7 Hrs

- **Foreign Exchange Exposure**
 - a. Types of Exposure – Transaction Exposure
 - Translation Exposure
 - Operating Exposure
 - b. Management of Exchange risk [exposures]
[Transaction, translation & operating]

CHAPTER – 6

7 Hrs

- **Financial Management of the multinational firm**
 - a. Foreign direct investment
 - b. Cost of capital & capital structure of multinational firm.
 - c. ADRs, GDRs, ECBs, Euro – currencies, Euro rollovers
 - d. Short term & long term financial management in MNCs.

Reference Books :

- a. International Financial management – P.G. Pate – Tata MC (Craw) Hill
- b. International Financial management – A.K. Seth-Glagotia publication
- c. International finance – Shapiro
- d. International finance – A.V. Raiwade
- e. International finance – Madura – Cengage
- f. International finance – Madhu V.Z. Excel publication

g. International finance – Morns Levi.

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M.B.A. Semester - IV

SPECIALIZATION : INTERNATIONAL FINANCE AND BANKING

Paper No. – 406-B

Paper Title : CORPORATE FINANCE

TOPIC	HOURS
CHAPTER – 1	7 Hrs
▪ Overview of Various Banking Facilities	
a. Term Loan	
b. Cash Credit	
c. Overdraft	
d. Bill discounting	
e. Letter of credit	
f. Guarantees, factoring etc.	
CHAPTER – 2	6 Hrs
▪ Management of working capital	
a. Practical aspects of managing bank finance	
b. Documents required	
c. Process of working capital for obtaining bank finance for W.C.	

CHAPTER – 3 **7 Hrs**

▪ **Project Finance**

- a. Preparation of detail project report
- b. Obtaining term loan from the bank
- c. Appraisal of the project report from bank

CHAPTER – 4 **6 Hrs**

▪ **Management of receivables and factoring services**

- a. Financing of receivables
- b. Process of factoring
- c. Factoring services in relation to receivables financing

CHAPTER – 5 **7 Hrs**

▪ **SME – Finance**

- a. Methods of Financing
- b. Small & medium term financing

CHAPTER – 6 **7 Hrs**

▪ **Emerging Institutes for corporate finance**

- a. Private Equity
- b. Corporate debt restructuring

Reference Books :

- a. Principles of corporate Finance – Brains mayors – TMH
- b. Corporate Finance – Roshn Corportet Finance – Damodharan – Willey.

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M.B.A. Semester - IV
SPECIALIZATION : INTERNATIONAL FINANCE AND BANKING
Paper No. – 407-B
Paper Title : INSURANCE- ½**

TOPIC	HOURS
CHAPTER – 1	5 Hrs
▪ Introduction	
a. Evolution and Features of Insurance	
b. Classification of Insurance	
c. Conditions relating to risk, selection or Risk	
CHAPTER – 2	5 Hrs
▪ Life Insurance	
a. Principles, Risk, Policies	
b. Privatization of Life Insurance Business	
c. Role and performance of LGC	
CHAPTER – 3	5 Hrs
▪ General Insurance	
a. Non-life insurance – Fire, Automobile, Marine, Health, Rural, social and Miscellaneous insurances.	
b. Public and private insurance companies.	
c. Insurance intermediaries	

CHAPTER – 4

5 Hrs

- **Regulation of Insurance Business and TRDA**
 - a. Role
 - b. Classification of insurance laws
 - c. IRDA Act

Reference Books :

- Indian insurance industry – shrivastava – Neno – century

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M.B.A. Semester - IV

SPECIALIZATION : INTERNATIONAL FINANCE AND BANKING

Paper No. – 408-B

Paper Title : DERIVATIVES - 1/2

TOPIC	HOURS
CHAPTER – 1	4 Hrs
▪ Introduction to Derivatives <ul style="list-style-type: none">a. Forwards / Futuresb. Optionsc. Swaps	
CHAPTER – 2	4 Hrs
▪ Futures and Forwards <ul style="list-style-type: none">a. Pricing & Valuation of Futures / Forwardsb. Risk Management using futures	

- c. Basis Risk
- d. Introduction to currencies / commodity / interest rate futures

CHAPTER – 3 **4 Hrs**

- **Mechanics and properties of options**
 - a. Basic option strategies
 - b. Types of options
 - c. Put-call parity
 - d. Risk management – protective put, covered call

CHAPTER – 4 **4 Hrs**

- **Introduction to option valuation**
 - a. Binomial Model for valuation
 - b. Black and scholes Model

CHAPTER – 5 **4 Hrs**

- **Introduction to Swaps**
 - a. Basic concepts relating to swap
 - b. Types of swaps
 - c. Interest rate and currency swaps

Reference Books :

- a. Options, futures & Derivatives – Hull – Pearson
- b. Derivatives an Introduction – strong – cenage
- c. Introduction to derivatives – Johnson – Oxford Publication

**School of Management, Swami Ramanand Teerth Marathwada
University,
Sub-Centre, Latur.
M.B.A. Semester - IV
SPECIALIZATION : HUMAN RESOURCE MANAGEMENT
Paper No. – 404-C
Paper Title : INTERNATIONAL HUMAN RESOURCE
MANAGEMENT**

TOPIC	HOURS
CHAPTER – 1	12Hrs
<ul style="list-style-type: none"> ▪ International H.R.M – Difference between Domestic HRM and IHRM, Managing International HR activities- HR planning, Recruitment & Selection, Training & Development, Performance management, Remuneration, Repatriation & employee relations. • Role of Culture in International HRM • Cross cultural issues in International HRM 	
CHAPTER – 2	12Hrs
<ul style="list-style-type: none"> ▪ International Recruitment and Selection: Approaches – Ethnocentric, Polycentric, Geocentric, Regiocentric. Selection: Factors in Expatriate selection – Technical ability, Cross-cultural suitability, Family requirements, MNC requirements. • Expatriate Performance Appraisal • International Training & Development • Compensation • Managing Expatriates 	

CHAPTER – 3

12Hrs

- **HR Information System** – Meaning, Need, Advantages and uses. Designing of HRIS, Computerized HRIS, Limitation of HRIS. Computerized skill inventories, Global Talent Search.

CHAPTER – 4

12Hrs

- **Managing HR in virtual Organization** – Meaning, Types of virtual organization, Difference between traditional & virtual organizations, Advantages and disadvantages of virtual organizations, Features of virtual organization, Managing HR in virtual organization.

CHAPTER – 5

12Hrs

- **Globalization & HRM-** Impact on Employment, HR Development, wage & benefits, Trade unions, Collective bargaining, Participative management & Quality circles.

Reference Books:

1. International Human Resource Management: - Peter J. Dowling, Denise E. Welch & Randall Schuler (South – west College Publishing / Excel Books. New Delhi.)
2. International Management – Manab Thakur, Gene Burton and B N Srivastava (Tata McGraw Hill Publishing)

3. Manager in the International Economy – Raymond Vernon and Louis T. Wells, Jr. (Prentice Hall)
4. H.R.M by Gary Dessler (Prentice Hall)
5. Human Resource management – Biswajeet Pattanayak. (Prentice Hall of India Pvt. Ltd. New Delhi)
6. Human Resource Management – S. S. Khanka (S. Chand & Company Ltd. New Delhi.)
7. HRM by Robbins

**School of Management, Swami Ramanand Teerth Marathwada
University,
Sub-Centre, Latur.
M.B.A. Semester - IV
SPECIALIZATION : HUMAN RESOURCE MANAGEMENT
Paper No. – 405-C
Paper Title : INDUSTRIAL RELATIONS & LABOR
LEGISLATIONS**

TOPIC	HOURS
SECTION – A INDUSTRIAL RELATIONS	
CHAPTER – 1	4Hrs
<ul style="list-style-type: none"> ▪ Industrial Relation: - Definition, Determinant, Approaches to IR –Psychological, Human Relation, Socio, Gandhinian approach & It’s Effect on Management 	
CHAPTER – 2	4Hrs
<ul style="list-style-type: none"> ▪ Trade Union: Function, Types & structure, History of TU movement in India 	

CHAPTER – 3 **4Hrs**

- **Industrial Dispute** - Causes, Machinery to resolve Industrial Dispute

CHAPTER – 4 **4Hrs**

- **Collective Bargaining**-Meaning, Characteristics, Need, Importance, Essential Conditions for Success, Process of CB, Causes for Failure of CB, Options in Case of Collective Bargaining.

CHAPTER – 5 **4Hrs**

- **Workers Participation in Management**- Concept, Pre-Requisites, Levels of Participation, Benefits of Participation; Positive Discipline; Welfare and Community Development

**SECTION – B
LEGISLATIONS**

20Hrs

<ol style="list-style-type: none">1. The Factories Act, 19482. The Bombay Shops and Establishments Act, 19483. The Contract Labor (Regulation and Abolition) Act, 19704. The Minimum Wages Act, 19485. The Payment of Wages Act, 19366. The Payment of Bonus Act, 19657. The Payment of Gratuity Act, 19728. Labor Law	<ol style="list-style-type: none">9. The Industrial Disputes Act, 194710. The Maharashtra Recognition of Trade Unions & Prevention of Unfair Labor Practices Act, 197111. The Industrial Employment (Standing Orders) Act, 194612. The Employees' Provident Funds and Miscellaneous Provisions Act, 195213. The Employees' State Insurance Act, 194814. The Workmen's Compensation Act, 192315. The Maternity Benefit Act, 1961
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Books Recommended for Laws:-

1. Bare Acts
2. Industrial Law – P L Malik
3. Industrial Law – J K Bareja
4. Labour Laws for managers – B D Singh

5. Industrial & Labour Laws – S P Jain

Page 1 of 405-C

Books Recommended for IR:-

1. Dynamic Personnel Administration - Prof. M. N. Rudrabasavraj
2. Personnel Management and Industrial Relations – P. C. Shejwalkar and S.B. Malegaonkar
3. Labor Management Relations in India – K. M. Subramanian
4. Trade Unionism - Myth and Reality, New Delhi, Oxford University Press, 1982, Mamkoottam
5. Management of Industrial Relations – Pramod Verma
6. The Future of Industrial Relations. New Delhi, Sage, 1994. Niland JR.
7. Collective Bargaining and Industrial. - Kochan, T.A. & Katz Henry, 2nd edition, Homewood, Illinois, Richard D Irish, 1988.
8. Industrial Relations – Arun Monappa
- 9 Human Developments – Diane E. Papalia, Sally Wendkos Olds
- 10 Industrial & Labour Law - S.P. Jain, Dhanpatrai & Co
11. Elements of Mercantile Law- N. D. Kapoor

**School of Management, Swami Ramanand Teerth Marathwada
University,
Sub-Centre, Latur.
M.B.A. Semester - IV
SPECIALIZATION : HUMAN RESOURCE MANAGEMENT
Paper No. – 406-C**

**Paper Title : ORGANIZATION CHANGE &
DEVELOPMENT**

TOPIC	HOURS
CHAPTER – 1	4Hrs
▪ Definition, Values and Assumptions, Importance, Evolution: Kurt Lewin, Robert Tanenbaum, McGregor, Herbert Shepard, Robert Blake.	
CHAPTER – 2	6Hrs
▪ Foundations of OD: Action Research, Survey Feedback, Systems Theory, Teams And Teamwork, Participation And Empowerment, Applied Behavioral Science, Parallel Learning Structures.	
CHAPTER – 3	3Hrs
▪ Process of OD: Model of Change, Six Box Model.	
CHAPTER – 4	12Hrs
▪ Nature of planed change, Organizational change management, process of change, resistance to change, preparing organization for change, Stakeholders and Negotiating Change: Client and Consultant Relationship, Organizational improvement strategies, large scale interpenetrations and System Thinking,	

CHAPTER – 5

12Hrs

- **OD Intervention:** Meaning, Importance, Team Intervention at the work place: Role Analysis, Interdependency, Appreciation and Concern Inter group: Walton, Principled Negotiation Structural: Sts, Work Redesign, Self-Managed Teams. Individual: T-Group, Behavior Modeling

CHAPTER – 6

3Hrs

- Corselets: Action Research Intervention Exercises

Books Recommended:-

- 1) French, W.L., & Bell, C.H. Jr. “Organizational Development” prentice Hall India, Sixth Edition 2002
- 2) Dimock, H.G. “ Intervention and Collaboration” Pfeiffer and Company
- 3) Cummings T.G., Worley C.G., “Organizational Development and Change” (7th Edition) S.W. College Publishing Co. 2002
- 4) Organizational Development by S Ramnarayan, T V Rao.
- 5) Pettigrew A., Whipp R. “ Change Manahement for Competitive Success” Infinity Books, 2001
- 6) www.change-management.org
www.change-management.com

**School of Management, Swami Ramanand Teerth Marathwada
University,
Sub-Centre, Latur.
M.B.A. Semester - IV
SPECIALIZATION : HUMAN RESOURCE MANAGEMENT
Paper No. – 407-C
Paper Title : PERFORMANCE APPRAISAL & TALENT
MANAGEMENT- 1/2**

TOPIC

HOURS

20Hrs

Objectives:

- To familiarize the participants with knowledge and practical applications of Performance Management System (PMS) in organizations
- To emphasize the usage of Performance Management System as a powerful tool for the line manager as well as the HRD professionals, in leverage organizational and employee performance

Scope:

- Why Performance Management
- The significance of PMS in business strategy
- Elements of a good Performance Management System
- Discipline of Goal writing and Goal Planning
- Assessing Performance
- Giving Performance Feedback
- Performance and Rewards / compensation programs
- 360 degree appraisals
- Competency based performance Assessment
- Getting line management “ buy in”
- Pitfalls of the Performance Management Process

Prescribed Text:

1. Rao, T. V. “Performance Appraisal”
2. AIMA Vikas Management Series 1984
www.work911.com/performance/index.htm

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M.B.A. Semester - IV
SPECIALIZATION : HUMAN RESOURCE MANAGEMENT
Paper No. – 408-C
Paper Title : EMERGING TRENDS IN HUMAN RESOURCE
PRACTICES - ½**

TOPIC	HOURS
CHAPTER – 1	4Hrs
<ul style="list-style-type: none"> ▪ The changed role of HR in organizations with respect to leading the change and operating from the “Board Room “level; challenges of sustainability with reference to Retention and Talent Management for competitive Advantages; Learning organizations and organizational learning, collective learning 	
CHAPTER – 2	4Hrs
<ul style="list-style-type: none"> ▪ HR in International Context: Issues that change the context, differences between HRM Domestic and International perspectives, linking hr to international expansion, international recruitment at different levels, issues in staff selection and retention, Performance Management – Criteria’s used, factors associated, evaluation systems. Training and Development, Expatriate Training, Developing International teams, managing virtual teams, Compensation Management, Objectives and 	

Approaches, Repatriation Process, Labor Relations –
Key Issues

CHAPTER – 3 **4Hrs**

- **Re-Engineering HR** – Functions and Processes, implementing re-engineering changes

CHAPTER – 4 **4Hrs**

- **HRD Accounting and Audit:** HRA Introduction, need and objectives, methods and valuation models, benefits of HRA. **HRD Audit:** Meaning, methodology, issues, audit instruments, HRD Scorecard, Report.

CHAPTER – 5 **4Hrs**

- **Organization Theory, Structure & Design** – Nature of Organizations, Evolution of organization theories, organizational purpose & Structure design, Open system design elements, Internal design elements, Managing dynamic human processes.

Books Recommended:-

- 1) Personnel Management, Text and Cases, Author: C B Mamoria and S V Gankar, Pub:Himalaya Publications
- 2) HRD Audit; Author: T. V. Rao Pub: “Response Books”
Leading HR,

- 3) Delivering Competitive Advantages Author: Clive Morton, Andrew Newall, Jon Sparkes Pub: Jaico Publishing House 1st edition
- 4) Re-engineering of Human Resources Author: Lyle Spencer (Jr) Pub: John Wiley and Sons
- 5) International HRM – Managing People in International Context, Author: Dowling, Welch Pub: Thompson Learning, South Western Publications
6. Richard Hall, Organizations - Structures, Processes & Outcomes, eighth edition, Printice Hall India, 2002
7. Robins Stephen- Organization Theory: Structure & Design of organization, prentice hall – 1983
8. Daft, R L, Organization Theory & Design, Thomson South Western, 2000. Seventh Edition

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M.B.A. Semester - IV

SPECIALIZATION : MARKETING MANAGEMENT

Paper No. - 404 – D

Paper Name : INTERNATIONAL MARKETING

TOPIC	HOURS
CHAPTER – 1	3 Hrs
▪ Introduction to International Marketing	
CHAPTER – 2	3 Hrs

- Major Decisions in International Marketing

CHAPTER – 3 **3 Hrs**

- International Marketing Environment

CHAPTER – 4 **3 Hrs**

- Methods of Entering International Markets (Entry Strategies)

CHAPTER – 5 **3 Hrs**

- International Marketing Research

CHAPTER – 6 **3 Hrs**

- Product – Promotion decision

CHAPTER – 7 **3 Hrs**

- Pricing Decisions

CHAPTER – 8 **3 Hrs**

- Distribution Decisions

CHAPTER – 9 **3 Hrs**

- Export Management

CHAPTER – 10 **3 Hrs**

- Export Procedure

- CHAPTER – 11** **3 Hrs**
- Preshipment Documentation

- CHAPTER – 12** **3 Hrs**
- Terms of Payment in Export

Prescribed text Books :-

- Strategic International Marketing by Philip R. Cateora
(Homewood I.L.. Dow Jones – Irwin)
- International Marketing – Analysis and Strategy by Sak
Onkvisik and John J, Shaw (P.H.I.)
- International Management by P. Saravanvel

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M.B.A. Semester - IV

SPECIALIZATION : MARKETING MANAGEMENT

Paper No. - 405- D

**Paper Name : INTEGRATED MARKETING
COMMUNICATION**

TOPIC	HOURS
CHAPTER – 1	3 Hrs
<ul style="list-style-type: none"> ▪ General Overview of Advertising ▪ Consumer Behaviour ▪ Importance of Advertising & PR in Business 	

CHAPTER – 2 3 Hrs

- Advertising Strategies
- Modes of Advertising
- Indian marketers' perspective

CHAPTER – 3 4 Hrs

- Types of Promotions
- Consumer Promotions
 - A. Durables FMCG, Television, Film Marketing, Internet, Retail
 - B. Measuring effectiveness

CHAPTER – 4 6 Hrs

- Promotion Design and Program elements – finalizing developing communication logistics Procurement of premiums, pack changes etc.
- Trade Promotion – Strategy, developing a sales promotions program evaluation

CHAPTER – 5 4 Hrs

- Business Promotion – Vehicles, design, develop and evaluation exhibitions
- Cross / Joint Promotions Events – Opportunities, Evaluation

4. Prescribed Text Books :-

- Advertising Management by Rajeev Batra, John G. Myers & David A Aaker
- Essentials of Advertising by J.S. Chandan

5. References Books :-

- Advertising Management & its role in marketing by William Sachs
 - Advertising & Marketing Checklists by Ron Kaatz
- Course Study : kotler

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M.B.A. Semester - IV**

SPECIALIZATION : MARKETING MANAGEMENT

Paper No. - 406 – D

Paper Name : SERVICES & CELEBRITY MARKETING

TOPIC	HOURS
CHAPTER – 1	2 Hrs
▪ Introduction to services, The services marketing triangle, The services Marketing mix	
CHAPTER – 2	2 Hrs
▪ Consumer Behaviour in Services	

CHAPTER – 3 **3 Hrs**

- Service Quality – integrated Gaps Model of Service quality
- Understanding customer expectations and perceptions through market research

CHAPTER – 4 **2 Hrs**

- Building customer relationships through segmentation and retention strategies, service recover.

CHAPTER – 5 **2 Hrs**

- Delivering service – physical evidence & service scope & delivering through intermediaries

CHAPTER – 6 **2 Hrs**

- Employees role in service delivery, Customers role in service delivery

CHAPTER – 7 **2 Hrs**

- Managing service promises, service positioning, Integrated Marketing Communications and Pricing.

CHAPTER – 8 **2 Hrs**

- Managing Demand and Capacity

Prescribed Text Books :-

- Services marketing – Valarie A Zeithaml & Mary to Bitner

References Books :-

- Services Marketing – Valarie Zeithml
- Services Marketing – E Rampla Gupta

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M.B.A. Semester - IV
SPECIALIZATION : MARKETING MANAGEMENT
Paper No. - 407 – D
Paper Name : DISTRIBUTION MANAGEMENT- ½**

TOPIC	HOURS
CHAPTER – 1	2 Hrs
<ul style="list-style-type: none">▪ An overview of Sales Management, personal setting and salesmanship▪ To understand the importance of distribution management▪ To Study and learn persona setting skills▪ To appreciate importance of recruitment & selecting sales personnel.▪ To understand the importance of sales budget, sales quotas & sales territories.	
CHAPTER – 2	3 Hrs
<ul style="list-style-type: none">▪ Distribution concept and definition, steps in distribution	

- Changing role of Distribution – current context

CHAPTER – 3

3 Hrs

- Distribution function, distribution audit, related functions
- Physical distribution system, logistics, management, distribution as link between Sourcing and Marketing, Distribution as Service function its needs and levels

CHAPTER – 4

4 Hrs

- Distribution budgeting and Control systems, standard costs and control of key activities, designing a Distribution system
- Warehousing – Why? Types and functions, Distribution Requirement Planning (DRP), Concept of Inventory Management

CHAPTER – 5

3 Hrs

- Distribution Management.
- Distribution Resource Planning.
- Purchasing Management.

CHAPTER – 6

8 Hrs

- Elements of Transportation, Types of Carrier and their Productivity Analysis, Transportation Planning, Freight Rate Breakup 8 Hrs VI

- Rail, Road and Air transport, Functions, Advantages and Disadvantages, Insurance, Transport terminology
- Sea transport, Letter of Credit, Containers, Cargo management

CHAPTER – 7

6 Hrs

- Channel Management – Objective, present Context, Selection and Design of Channel

References Books :-

- Sales management – Decisions, Strategies and Cases – Cundiff, Still and Govoni (PHI)
- Sales Management – Concepts, practices and Cases – WJ Stanton and RH Buskiak
- Modern Logistics Management : By Mr. John F. Magee, Mr. William C. Capacino, Mr. Donald B. Rosenfield
- Stores and Distribution Management : Carter, Ray; Price, Philip M.; Emmett, Stuart

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M.B.A. Semester - IV

SPECIALIZATION : MARKETING MANAGEMENT

Paper No. - 408 – D

Paper Name : SUPPLY CHAIN MANAGEMENT- ½

TOPIC

HOURS

CHAPTER – 1	3 Hrs
<ul style="list-style-type: none"> ▪ Definition, Activities included in Logistics Management, Logistics Role in the Economy and the Organization. 	
CHAPTER – 2	3 Hrs
<ul style="list-style-type: none"> ▪ Supply Chain Management, Customer Service, Order Processing and Information Systems. 	
CHAPTER – 3	3 Hrs
<ul style="list-style-type: none"> ▪ Inventory Management, Managing Materials Flow, Procurement 	
CHAPTER – 4	3 Hrs
<ul style="list-style-type: none"> ▪ Transportation, Warehousing, Materials Handling, Computerization and Packaging. 	
CHAPTER – 5	3 Hrs
<ul style="list-style-type: none"> ▪ Purchasing function. 	
CHAPTER – 6	3 Hrs
<ul style="list-style-type: none"> ▪ Strategic sourcing. 	
CHAPTER – 7	3 Hrs
<ul style="list-style-type: none"> ▪ Strategic cost management pertaining to control of supply chain costs. 	

CHAPTER – 8 **3 Hrs**

- Management of inventories.

CHAPTER – 9 **3 Hrs**

- Managing transportation costs.

CHAPTER – 10 **3 Hrs**

- Supply chain information systems and e-commerce.

Prescribed Text Books :-

- Designing & Managing the Supply Chain by David Sinchi-Levi & Others.
- Purchasing and Supply Chain Management by Monczka, Trent and Handfield: Thompson Press.

References Books :-

- Strategic Logistics Management by Stock & Lambert.
- Logistical Management by Bowersox & Closs.
- Logistics & Supply chain management; cases & concepts by Raghuram & Rangraj.
- Purchasing and Materials Management by Krishnan.