

SHRI VENKATESHWARA UNIVERSITY GAJRAULA



School of Commerce and Management

**Syllabus
Session-2019-20 onwards**

Master of Business Administration (MBA)

Shri Venkateshwara University

Gajraula

Master of Business Administration (MBA)

2019-20 onwards

Semester	No. of papers	Credit	Marks
I	7	24	600
II	7	24	600
III	8	28	700
IV	7	24	600
	29	100	2500

Program Educational Objective (PEOs)

The main objective of the MBA program is to educate and prepare a diverse group of men and women with the knowledge, analytical ability, and management perspectives and skills needed to provide leadership to organizations competing in a world increasingly characterized by diversity in the workforce, rapid technological change, and a fiercely competitive global marketplace. Shri Venkateshwara University, MBA course is designed to prepare students for careers in management and leadership in both the private and public sectors. Students acquire a comprehensive foundation in the fundamentals of business, the global environment in which they will function, and the analytical tools for intelligent decision-making.

Semester I

S.N.	Subject Code	Subject	EVALUATION SCHEME								
						SESSIONAL EXAMS			ESE	Total	Credit
			L	T	P	CT	TA	Total			
1.	MBA-111	Human Resource Management	3	2	-	20	10	30	70	100	4
2.	MBA-112	Principles and Practices of Management	3	2	-	20	10	30	70	100	4
3.	MBA-113	Managerial Economics	3	2	-	20	10	30	70	100	4
4.	MBA-114	Marketing Management	3	2	-	20	10	30	70	100	4
5.	MBA-115	Opt any One Customer Relationship Management	3	2		20	10	30	70	100	4
	MBA-116	Sales and Distribution Management	3	2	-	20	10	30	70	100	4
6	MBA-117	Opt any One Leadership & Personality Development	3	2	-	20	10	30	70	100	4
	MBA-118	Negotiation and Counseling	3	2	-	20	10	30	70	100	4
		Total	18	12	-	120	60	180	420	600	24
7	MBA-119	Communicative English Non-CGPA	2	-	-	20	10	30	70	100	2

Master of Business Administration (MBA)

Semester-1

Human Resource Management (MBA-111)

Credit Hours-4

Course Objectives

The present course aims at familiarizing the students with various aspects of human resource management and the functioning of human resource management department. This will help them in gaining a deeper understanding of the subject, functions and various strategies to tackle the human resource management related problems in the organization.

Unit I

Introduction to HRM & HRD Concept of HRM, Objectives, Process, HRM vs. Personnel Management, HRM Vs. HRD, Objectives of HRD, focus of HRD System, Structure of HRD System, role of HRD manpower.

Unit II

Human Resource Policies & Strategies Introduction, role of HR in strategic management, HR policies & Procedures, HR Programme., developing HR policies and strategies, Strategic control, Types of Strategic Control, Operational Control System, Functional and grand strategies, Strategy factors.

Unit III

Human Resource Procurement & Mobility Productivity & improvement job analysis & Job design, work measurement, ergonomics. Human Resource planning-objectives, activities, manpower requirement process Recruitment & Selection Career planning & development, training methods, basic concept of performance appraisal. Promotion & Transfer.

Unit IV

Employee Compensation Wage policy, Wage determination, Wage board, factors affecting wages & Salary, systems of payments, Job evaluation, components of wage/salary-DA, incentives, bonus, fringe benefits etc., Minimum Wages Act 1948, Workmen Compensation Act 1923, Payment of bonus Act 1965.

Unit V

Employee relations Discipline & Grievance handling types of trade unions, problems of trade unions

Course Outcome

1. Synthesize the role of human resources management as it supports the success of the organization including the effective development of human capital as an agent for organizational change.
2. Demonstrate knowledge of laws that impact behaviour in relationships between employers and employees that ultimately impact the goals and strategies of the organization.
3. Understand the role of employee benefits and compensation as a critical component of employee performance, productivity and organizational effectiveness.
4. Show evidence of the ability to analyze, manage and problem solve to deal with the challenges and complexities of the practice of collective bargaining.

Suggested Books:

1. Human Resource Management – Dipak Kumar Bhattacharya
2. Managing Human Resource-Arun Monappa
3. Essential of HRM and Industrial Relations-P.Subba Rao
4. Personnel Management-C.B. Memoria

COURSE OBJECTIVE:

The present course aims at familiarizing the participants with various aspects of fundamental of management and the process of management. This will help them in gaining a deeper understanding of the management functions and various strategies to tackle the employees in business organizations.

UNIT- I (6 Sessions)

Introduction: Management concepts, Objectives, Nature, Scope and Significance of management. Evolution of management thought—Contribution of various researchers, Taylor, Weber and Fayol management.

UNIT-II (10 Sessions)

Planning: Concept, Objectives, Nature, Limitation, Process of planning, Importance, Forms of Planning, Techniques, and Process of decision making.

UNIT-III (6 Sessions)

Organizing: Concept, Objectives, Nature of organizing, Types of Organization, Delegation of Authority, Authority and responsibilities, Centralization and Decentralization, Span of control.

UNIT-IV (6 Sessions)

Directing: Concept, Principles & Techniques of directing and Coordination Concept of leadership—Meaning, Importance, Styles, Supervision, Motivation, Communication.

UNIT-V (12 Sessions)

Controlling: Concept, Principles, Process and Techniques of Controlling, Relationship between planning and Controlling.

Course Outcomes:

1. Discuss and communicate the management evolution and how it will affect future managers.
2. Observe and evaluate the influence of historical forces on the current practice of management.
3. Identify and evaluate social responsibility and ethical issues involved in business situations and logically articulate own position on such issues.
4. Explain how organizations adapt to an uncertain environment and identify techniques managers use to influence and control the internal environment.

Suggested Readings:

1. Pagare Dinkar, Principles of Management
2. Prasad B M L, Principles and Practice of Management
3. Satya Narayan and Raw VSP, Principles and Practices of Management
4. Srivatava and Chunawala, Management Principles and Practice

COURSE OBJECTIVES :

The Basic objective of this course is to familiarize the students with the concepts and tools of managerial Economics as applicable to decision making in contemporary business environment.

Unit I-

Nature and Scope : Nature and Scope of Managerial Economics, its relationship with other subjects. Fundamental Economic Tools-Opportunity cost concept, Incremental concept, Principle of time perspective, Discounting principle and Equi-marginal principle.

Unit II- Demand Analysis: Concept and importance of Demand & its determinants Income & Substitution effects. Various elasticity of demand,using elasticity in managerial decisions, revenue concepts, relevance of demand forecasting and methods of demand forecasting.

Unit III- Cost Concept : Various cost concepts and classification, Cost output relationship in short run & long run cost curves). Economics and diseconomies of scale, Cost control and Cost reduction, Indifferent curves.

Unit IV- Pricing : Pricing methods, Price and output decisions under different market structures-perfect competition, Monopoly and Monopolistic Competition, Oligopoly.

Unit V- Profit Mg t & Inflation: Profit, Functions of profit, Profit maximization, Break Even analysis.Elementary idea of Inflation.

Course Outcomes:

1. Students will be able to remember the concepts of micro economics and also able to understand the various micro economic principles to make effective economic decisions under conditions of risk and uncertainty.
2. The students would be able able to understand the law of demand & supply & their elasticities evaluate & analyse these concepts and apply them in various changing situations in industry . Students would be able to apply various techniques to forecast demand for better utilization of resources.
3. The students would be able to understand & evaluate the different market structure and their different equilibriums for industry as well as for consumers for the survival in the industry by the application of various pricing strategic.
4. The students would be able to analyse the macroeconomic concepts & their relation to micro economic concept & how they affect the business & economy.

Suggested Readings:

1. Varsney & Maheshwari : Managerial Economics
2. Mote Paul & Gupta : Managerial Economics : Concepts & Cases
3. D.N.Dwivedi : Managerial Economics
4. D.C.Huge : Managerial Economics
5. Peterson & Lewis : Managerial Economics
6. Trivedi : Managerial Economics
7. D. Gopalkrishnan : A Study of Managerial Economics

Course Objective

This course intends to provide an experienced-based approach to marketing theory and its practical application. The course is designed to enable the students to learn the basic of marketing. Topics of the syllabus shall be addressed and discussed from an application oriented perspective

Unit I (8 Sessions)

Core Concepts of Marketing:

Concept, Meaning, definition, nature, scope and importance of marketing, Goods – Services Continuum, Product, Market, Approaches to Marketing – Product – Production - Sales – Marketing – Societal – Relational. Concept of Marketing Myopia, Holistic Marketing Orientation, Customer Value, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices

Unit II (12 Sessions)

Market Analysis and Selection:

Nature and Contents of Marketing Plan, Marketing environment, Controllable and Uncontrollable factors effecting marketing decisions, Analyzing latest trends in Political, Economic, Socio-cultural and Technical Environment, Concept of Market Potential & Market Share, Concept, Characteristics of consumer and organizational markets, Buyer Behavior, 5 step Buyer decision process

Meaning and concept of market segmentation, Bases for market segmentation, Types of market segmentation, Effective segmentation criteria, Evaluating & Selecting, Target Markets, Concept of Target Market, Positioning and differentiation strategies, Concept of positioning – Value Proposition & USP, Marketing Information System, Strategic marketing planning and organization.

Unit III (6 Sessions)

Product Decision- Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process.

Unit IV (6 Sessions)

Price Decision- Concept, and Meaning of Price and Pricing, Significance of Pricing Decision, Factors affecting price determination; Pricing Methods and Techniques, Pricing policies and strategies; Discounts and rebates.

Unit V (8 Sessions)

Place Decision- Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions, Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Promotion Decision- Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

Course Outcomes:

1. Understand and Analyze marketing for creating value with Product and price Strategy.
2. Develop aptitude to Create and Craft the Brand Positioning/ Equity by Evaluating Brands and Identifying Market Segments and Targets.
3. Understand and Analyze marketing for delivering and communicating value with Integrated Marketing Channels and promotion strategy.
4. Creating and developing marketing strategies and plans for Conducting marketing responsibly for long-term success

Suggested Readings

1. Philip Kotler-Agnihotri : Principle of marketing 13 e, Pearson Education
2. Ramaswamy V.S. and Namakumari S - Marketing Management: Planning, Implementation and Control (Macmillian, 3rd Edition).
3. Rajan Saxena: Marketing Management, Tata McGraw Hill.
4. R Kumar & Goel-Marketing Management(UDH Publishers, edition 2013).
5. Tapan Panda : Marketing Management, (ExcelBooks)
6. Stanton William J - Fundamentals of Marketing (TATA Mc Graw Hill)
7. Etzel M.J., Walker B.J. and Stanton William J - Marketing concept & Cases special Indian Edition (Tata Mc Graw Hill, 13th Edition).

COURSE OBJECTIVES:

The paper is designed to impart the skill based knowledge of Customer Relationship Management. The syllabus encompasses almost the entire aspect of the subject. The purpose of the syllabus is to not just make the students aware of the concepts and practices of CRM in modern businesses but also enable them to design suitable practices and programs for the company they would be working.

UNIT I (8 Sessions)

Customer Relationship Management Fundamentals- Theoretical perspectives of relationship, Evolution of relationship marketing, Stages of relationship, Issues of relationship, Purpose of relationship marketing, Approach towards marketing: A paradigm shift, Historical Perspectives, CRM Definitions, Emergence of CRM practice:, CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, Success Factors in CRM, CRM Comprehension, CRM Implementation

UNIT II (8 Sessions)

Customer Satisfaction: Meaning, Definition, Significance of Customer Satisfaction, Components of Customer Satisfaction, Customer Satisfaction Models, Rationale of Customer Satisfaction, Measuring Customer Satisfaction, Customer satisfaction and marketing program evaluation, Customer Satisfaction Practices, Cases of Customer Satisfaction

UNIT III (8 Sessions)

Service Quality: Concept of Quality, Meaning and Definition of Service Quality, Factors influencing customer expectation and perception, Types of Service Quality, Service Quality Dimensions, Service Quality Gaps, Measuring Service Quality, Service Quality measurement Scales

UNIT IV (8 Sessions)

Customer Relationship Management: Technology Dimensions - E- CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM, Technologies of e-CRM, Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals, Functional Components of CRM, Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Center, Multimedia Contact Center, Important CRM softwares.

UNIT V (8 Sessions)

Customer Relationship Management: Emerging Perspectives: Employee-Organisation Relationship, Employee- Customer Linkage, Factors effecting employee's customer oriented behavior, Essentials of building employee relationship, Employee customer orientation, Service Failure, Service Recovery Management, Service Recovery Paradox, Customer Life time value, customer profitability, customer recall management, customer experience management, Rural CRM, , customer relationship management practices in retail industry, hospitality industry, banking industry, telecom industry, aviation industry .

Course Outcomes:

- 1.The students would be able to identify the benefits of value creation for the customers.
- 2.Gained an understanding of key concepts , technologies and best practices of CRM
- 3.Be able to measure the customer equity and the importance of customer retention to the organization
- 4.Be able to analyze the different processes and design the strategic framework for CRM integration in the existing functions of the organizations

Suggested Readings

1. Alok Kumar Rai : Customer Relationship Management: Concepts and Cases (Second Edition)-PHI Learning

2. Simon Knox, Adrian Payne, Stan Maklan: Customer Relationship Management- Routledge Inc.
3. Bhasin- Customer Relationship Management (Wiley Dreamtech)
4. Dyche- Customer relationship management handbook prentice hall
5. Peelan-Customer relationship management prentice hall
6. Kristin Anderson, Carol Kerr : Customer relationship management, McGraw-Hill Professional
7. Chaturvedi-Customer Relationship Management(Excel Books)
8. Sheth J N, Parvatiyar A. and Shainesh G. : Customer relationship management: , Emerging Concepts, Tools, & Applications, Tata McGraw-Hill Education
9. Lumar- Customer Relationship Management (Wiley India)

Sales and Distribution Management (MBA-116)

Credit Hours: 4

COURSE OBJECTIVES:

To enrich students with the dynamics of sales & its strategy for accomplishing organizational goals. To teach various functions of distribution, service outputs to be delivered buy marketing channel for mass coverage and in international market.

Unit-1

Sales Management: Objectives and functions, setting up a sales organization, selling process, management of sales force, recruitment and selection, training, sales force motivation.

Unit-2

Compensating sales force, sales forecasting, territory design and management, evaluation of sales force, sales budget, sales quota, concept of sales analytics.

Unit-3

Distribution Management: Designing customer oriented marketing channel, own sales channel vs intermediary, managing channel member behavior, channel conflict, cooperation and competition, Omni channel,

Unit-4

Distribution analysis- Depth and width of distribution, per dealer stocking, percentage dealer stocking, per dealer off take, stock turnover ratio, weighted distribution, vertical marketing system, horizontal marketing system

Unit-5

Logistics Management: Objectives of logistics, logistics planning, inventory management decisions, transportation decisions, supply chain management in online marketing and retailing.

Course Outcomes:

1. Competent managers with requisite knowledge, skills and right attitude
2. Sustenance in globally competitive environment.
3. Management professionals with pro-active thinking and Innovative approach
4. Sensitive professionals with ethical values.

Suggested Books:

1. Sales and Distribution Management, Krishna K. Havaladar, V.M. Cavale, Tata McGraw
2. Sales and Distribution Management – Bhatt K.S – Himalay
3. Fundamentals of Sales Management, Ramneek Kapoor, Macmillan
4. Sales and Distribution Management, Dr.S.L. Gupta, Excel Book

COURSE OBJECTIVES :

This course focuses on helping students develop an ongoing, flexible portfolio of information about them and work in order to prepare them self for satisfying and productive lives in an ever-changing world. The course is aimed at equipping the students with necessary concepts and techniques to develop effective leadership skills to inform others induce them and enlist their activity and willing co-operation in the performance of their jobs

UNIT I (08 Sessions)

Personality : Meaning & Concept, Personality Patterns, Symbols of Self, Moulding the Personality Pattern, Persistence & Change. Personality & Personal Effectiveness: Psychometric Theories – Cattelle and Big Five, Psychodynamic Theories - Carl Jung and MBTI, Transactional Analysis, Johari – Window, Personal Effectiveness.

UNIT II (06 Sessions)

Personality Determinants : An overview of Personality determinants. Evaluation of Personality: Sick Personalities and Healthy Personalities.

UNIT III (10 Sessions)

Training : Concept, Role, Need and Importance of Training, Types of Training, Understanding Process of Learning, Developing an Integrated Approach of Learning in Training Programme. Training Need Assessment

UNIT IV (8 Sessions)

Leadership – Meaning, Concepts and Myths about Leadership, Components of Leadership- Leader, Followers and situation. Leadership Skills – Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills, Team Building for Work Teams, Building High Performance Teams.

UNIT V (08 Sessions)

Assessing Leadership & Measuring Its effects. Groups, Teams and Their Leadership. Groups – Nature, Group Size, Stages of Group Development, Group Roles, Group Norms, Group Cohesion. Teams – Effective Team Characteristics and Team Building, Ginnetts Team Effectiveness Leadership Model.

Course Outcomes:

1. Have increased knowledge to understand and evaluate organisational, management and leadership problems and possibilities.
2. Have increased knowledge and skills to design and change work organisation, to contribute to working environments in which everyone is able to contribute to organisational learning and success.
3. Have increased awareness of his/her personal leadership style.
4. Have strengthened his/her leadership skills, e.g. interpersonal skills, team development, conflict management, communication and change skills.

Suggested Readings :

1. Yukl G - Leadership in Organisations (Prentice hall, 7th Ed.)
2. Lall & Sharma – Personal Growth Training & Development (Excel Books)
3. Janakiraman- Training & Development (Biztantra)
4. Yukl G - Leadership in Organisations (Pearson, 6th Ed.)
5. Hurlock., Elizabeth B - Personality Development (Tata McGraw Hill, 1st Ed.)

COURSE OBJECTIVES:

The objective of this course is to provide knowledge of concepts and issues of negotiation and counseling such that to equip the students with valuable skills, techniques and strategies in counseling.

UNIT I (06 Sessions)

Negotiation: Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation; Strategy and Planning for Negotiation.

UNIT II (06 Sessions)

Negotiation Sub processes: Perception, Cognition and Emotion Communication: What is communicated during negotiation and how people communicate in Negotiation.

UNIT III (08 Sessions)

Best Practices in Negotiation – Fundamental Structure of negotiation and BATNA. Case I - Role Negotiation at Bokaro Steel Plant (Understanding Organizational Behaviour. By Udai Pareek, Oxford, Second Edition Page 410-415).

UNIT IV (10 Sessions)

International and Cross Cultural Negotiation: Context and Concept, Influence of Culture on Negotiation: Case II - The Dabhol Debacle (Negotiation Made Simple, SL Rao, Excel Books pp.30-35 and pp. 196-197).

UNIT V (10 Sessions)

Emergence & Growth of Counselling: Factors contributing to the emergence, Approaches to Counselling: Behaviouristic, Humanistic Approaches and Rogers Self Theory Counselling Process : Steps in Counselling Process. Modern Trends in Counselling – Trends, Role of a Counsellor and Model of Conselling.

Course Outcome:

1. Discusses distributive negotiation skills, or how to optimally allocate resources in ways that are favourable to one's self-a process called "slicing the pie."
2. Discusses how to establish trust and build a relationship when negotiating.
3. Describe power, persuasion, and influence tactics at the bargaining table.
4. Discuss strategies to think out of the box and to use creativity and imagination in negotiation.

Suggested Readings :

1. Lewicki, Saunders & Barry - Negotiation (Tata Mc Graw Hill, 5th Ed.)
2. B.D.Singh - Negotiation Made Simple (Excel Books, 1st Ed.)
3. . Rao S N - Counseling and Guidance (Tata Mc Graw Hill, 2nd Ed.)
4. Singh Kavita - Counselling Skills for Managers (PHI, 1st Ed.)
5. Welfel, Pattersonson - The Counselling Process, A Multi theoretical Integrative Approach. (Thomson India, 6th Ed.)
6. Pareek Udai - Understanding Organisational Behaviour (Oxford)

COURSE OBJECTIVES

This course intends to develop good communication skills in students for their future jobs and endeavors in the corporate world so that they can gain a cutting edge over their other counterparts within the country and across the globe.

UNIT I (6 Session)

INTRODUCTION: Definition and classification of communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication, Impact of cross cultural communication.

UNIT II (8 Session)

EMPLOYMENT COMMUNICATION: Writing CVs & Application Letter, Group discussions, interview, types of interview, candidates preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, teleconferencing, videoconferencing.

ORAL COMMUNICATION: What is oral Communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non-verbal communication, Body language, Paralanguage.

UNIT III (8 Session)

WRITTEN COMMUNICATION: Purpose of writing, pros & cons of written communication, clarity in writing, principles of effective writing, writing technique.

BUSINESS LETTERS AND REPORTS: Introduction to business letters, Types of business letter, Layout of business letter, Reports: definition & purpose, types of business reports, reports writing.

UNIT IV (10 Session)

GROUP COMMUNICATION- Meetings: need, importance & planning of Meetings, drafting of notice, agenda, minutes & resolutions of Meeting, writing memorandum, press release, press conference, Business etiquettes – netiquettes, telephonic & table etiquettes.

PRESENTATION SKILLS :What is a presentation: elements of presentation, designing a presentation, advanced visual support for business presentation, types of visual aid, appearance & posture, practicing delivery of presentation.

UNIT V (8 Session)

CORPORATE COMMUNICATION :Definition, scope, importance & components of corporate communication, professional communicator responsibilities, corporate communication & Public Relation, role of social media in communication.

Course Outcomes:

1. It will increase their reading speed and comprehension of academic articles
2. It will improve their reading fluency skills through extensive reading
3. It will enlarge their vocabulary by keeping a vocabulary journal
4. It will heighten their awareness of correct usage of English grammar in writing and speaking

Suggested Books:

1. Lesikar RV & Pettit Jr. JD – Basic Business Communication : Theory & Application (Tata Mc Grow Hill, 10th Edition).
2. Bisen & Priya – Business Communication (New Age International Publication)
3. Kalkar,Suryavanshi,Sengupta-Business Communication(Orient Blackswan)
4. M.K. Sehgal & V. Khetrpal - Business Communication (Excel Books).
5. P.D. Chaturvedi – Busines Communication (Pearson Education, 3st Edition 2006).