

**BOARD OF STUDIES**  
**Department of Commerce & Business Management**  
**Kakatiya University, Warangal**

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**Minutes of PG Board of Studies Meeting held on 20-01-2017@ 11.00 am**

**Present**

1	Prof M Subramanya Sarma	Chairperson
2	Prof N Hanumantha Rao Dean of the Faculty	Member
3	Prof VV Subramanya Sharma Principal & Head	Member
4	Prof KV Janardhan Rao	Member
5	Prof D Sakriya	Member

**Resolved to**

- a) Dispense with the foundation course in M.Com CBCS with effect to the students admitted from the batches from Academic Year 2016-17.
- b) Bring uniformity in the credit pattern of MBA Elective papers also by reducing the number of electives to three instead of four.
- c) Approve the syllabus of Generic Electives of II Semester of MBA CBCS
  - i) Business Ethics
  - ii) Retail management
  - iii) Customer Relationship management
  - iv) Business Analytics using Excel
- d) Notify the last date of Examination Fee of MBA IV Semester also as the last date for submission of Project Report of MBA.
- e) Resolved to rename the generic elective in MBA I Semester Communicative English as Communication Skills without any change in Course and Contents.
- f) Approve the Course structure of MBA CBCS after incorporating the modifications as above. (enclosed)

**MBA CBCS Course Structure w.e.f From 2016-17 as per the Modifications Suggested by the PG BOS on 20-01-2017**

<b>MBA– I Semester</b>									
Sl.No	Course No	Title	Nature	Contact Hours	Credits	Internal		External	Total
						Test	Seminar		
1	MB101	Management and Organization Theory	Core	4	4	20	10	70	100
2	MB102	Accounting for Managers	Core	4	4	20	10	70	100
3	MB103	Statistics for Managers	Core	4	4	20	10	70	100
4	MB104	Information Technology for Managers	Core	4	4	20	10	70	100
5	MB105	Marketing Management	Core	4	4	20	10	70	100
6	MB106	Generic Elective – I	Generic	4	4	20	10	70	100
		1. Business Environment (Or) 2. Entrepreneurship Development							
7	MB107	Generic Elective – II	Generic	4	4	20	10	70	100
		1. Managerial Economics (Or) 2. Communication Skills							
		<b>Total</b>		28	28	140	70	490	700
<b>MBA– II Semester</b>									
Sl.No	Course No	Title	Nature	Contact Hours	Credits	Internal		External	Total
						Test	Seminar		
1	MB201	Human Resource Management`	Core	4	4	20	10	70	100
2	MB202	Financial Management	Core	4	4	20	10	70	100
3	MB203	Management Accounting	Core	4	4	20	10	70	100
4	MB204	Operations Research	Core	4	4	20	10	70	100
5	MB205	Business Research Methodology	Core	4	4	20	10	70	100
6	MB206	Generic Elective – III	Generic	4	4	20	10	70	100
		1. Business Ethics (Or) 2. Retail Management							

7	MB207	Generic Elective – IV 1. Business Analytics using Excel (Or) 2. Customer Relationship Management	Generic	4	4	20	10	70	100
8	MB208	First Year End Viva	Grading		2			50	50
		Total		28	30	140	70	540	750

MBA– III Semester									
Sl.No	Course No	Title	Nature	Contact Hours	Credits	Internal		External	Total
						Test	Seminar		
1	MB301	Organization Behavior	Core	4	4	20	10	70	100
2	MB302	Strategic Management	Core	4	4	20	10	70	100
3	MB 303	Managerial Communication	Core	4	4	20	10	70	100
5	MB305	Interdisciplinary Courses a) e-Business Or b) Business Law	Open	4	4	20	10	70	100
6	MB306 MB307 MB308 MB309	Discipline Specific Elective I  One elective group from A/B/C/D groups consisting of 3 papers with 4 credits each (4 hours per week)	DSC	12	12	60	30	210	300
				28	28	140	70	490	700

**MBA IV Semester**

Sl.No	Course No	Title	Nature	Contact Hours	Credits	Internal		External	Total
						Test	Seminar		
1	MB401	Operations Management	Core	4	4	20	10	70	100
2	MB402	International Business	Core	4	4	20	10	70	100
3	MB403	Creativity and Innovations	Core	4	4	20	10	70	100
4	MB404A	Project Report	Field Work	0	2			100	100
4	MB404B	Project Viva-voce	Grading	0	2			50	50
4	MB404	Inter Disciplinary Elective II a) Personal Finance (or) b) MIS	Open	4	4	20	10	70	100
5	MB405 MB406 MB407 MB408	Discipline Specific Electives (3) I One elective group from A/B/C/D groupsconsisting of 3 papers with 4 credits each (4 hours per week)	DSC	12	12	60	30	210	300
		Total		28	32	140	70	640	850

**III Semester Elective Course Structure**

**Group-A: HUMAN RESOURCE MANAGEMENT**

6	MB306A	Human Resource Development	4	4	20	10	70	100
7	MB307A	Labour Laws	4	4	20	10	70	100
8	MB308A	Organisation Development	4	4	20	10	70	100

**Group-B: MARKETING MANAGEMENT**

6	MB306B	Consumer Behaviour	4	4	20	10	70	100
7	MB307B	Advertising & Sales Management	4	4	20	10	70	100
9	MB309B	Product & Brand Management	4	4	20	10	70	100

**Group-C: FINANCIAL MANAGEMENT**

6	MB306C	Security Analysis &Port folio Management	4	4	20	10	70	100
7	MB307C	Indian Financial System	4	4	20	10	70	100
9	MB309C	Corporate Taxation & Planning	4	4	20	10	70	100

**Group-D: SYSTEMS MANAGEMENT**

6	MB306D	Relational Data Base Management System	4	4	20	10	70	100
7	MB307D	Management of Software Projects	4	4	20	10	70	100
8	MB308D	Enterprise Resource Planning (ERP)	4	4	20	10	70	100

#### **IV Semester Elective Course Structure**

##### **Group-A: HUMAN RESOURCE MANAGEMENT**

7	MB406A	Management of Industrial Relations	4	4	20	10	70	100
8	MB407A	Compensation Management	4	4	20	10	70	100
9	MB408A	Strategic Human Resource Management	4	4	20	10	70	100

##### **Group-B: MARKETING MANAGEMENT**

6	MB405B	Services Marketing	4	4	20	10	70	100
8	MB407B	Rural Marketing	4	4	20	10	70	100
9	MB408B	Supply Chain Management	4	4	20	10	70	100

##### **Group-C: FINANCIAL MANAGEMENT**

6	MB405C	International financial Management	4	4	20	10	70	100
8	MB407C	Strategic Financial Management	4	4	20	10	70	100
9	MB408C	Financial Derivatives	4	4	20	10	70	100

##### **Group-D: SYSTEMS MANAGEMENT**

6	MB405D	Artificial Intelligence	4	4	20	10	70	100
7	MB406D	Data Communications and Networking	4	4	20	10	70	100
9	MB408D	Data Mining and Data Warehousing	4	4	20	10	70	100

# MBA I SEMESTER (CBCS)

## GENERIC ELECTIVE - II MB-107 COMMUNICATION SKILLS

### **Unit I: Introduction:**

Meaning – Significance – Fundamentals of English Grammar: Parts of speech, articles, antonyms, synonyms, idioms and phrases, punctuation, vocabulary etc. – Sentence construction – Learning English through LSRW. Listening skills: Factors influencing – Barriers in listening – Effective listening - Practice of listening with audio - Practice of interpersonal listening.

### **Unit II: Oral and Written Communication:**

Meaning and significance of Oral and Written Communication –Presentation Skills - Principles of oral communication – Audience analyses – Preparing for oral communication – Practice of oral communication with pre-announced topics – Extempore. Tenets of written communication – Practice of written communication with displayed text and audio – Precise writing - Non verbal communication: Voice – Body language.

### **Unit III: Business and Corporate Correspondence:**

Meaning – Significance – Types of Business Letters - Principles of letter writing – Formats – Practice of letter writing in different situations. Corporate correspondence: Types of Meetings -Notice and Agenda – Practice of preparing notice and agenda for different meetings –advertisements – Circulars – Memos – Enquires – Replies – Director report and Chairman speech – Writing minutes and resolutions of different meetings. E-mails – Writing e-mails.

### **Unit IV: Group Discussions: (GD)**

Meaning - Significance – Types of GD – Fundamentals of GD – Pre-requisites – Evaluation parameters – Strategies - Choice of topics for GD – Practice of GD with pre-announced topics and extempore. JAM: Meaning – Significance – Fundamentals of JAM – Practice of JAM sessions. Debates: Rules for Debates – Practicing Debates with arguments in favour and against. Role plays: Meaning – Significance – Practice of Role plays.

### **Unit V: Resume Writing:**

Meaning – Significance – Types of Resume – Defining career objectives – Understanding skill description – Describing hobbies – Formats of Resume – Preparing self Resume – Practice of presenting Resume. Business Etiquettes – Career Planning: Meaning – Significance – Strategies.

### **Suggested Readings:**

1. Aruna Koneru, Professional Communication, Tata McGraw Hill, New Delhi, 2008
2. Sehgal M K and Khetarpal Vandana, Business Communication, Excel Books, New Delhi, 2008.
3. Sarma V V S, Muralidhar D and Saritha M, LOTUS: Interactive Communication, Camel Published, 2016.
4. Varinder Kumar and Bodh Raj, Business Communication, Kalyani Publishers, Ludhiyana, 1998.
5. Biswajit Das and Ipseeta Satpathy, Business Communication and Personality Development: Lessons for Paradigm Change in Personality, Excel Books, New Delhi, 2008.
6. Dalmar Fisher, Communication in Organisations, Jaico Publishing House, 1999.
7. Kitty O Locker and Stephen Kyo Kaczmarek, Business Communication: Building Critical Skills, Tata McGraw Hill, New Delhi, 2007.
8. Kelly M Quintanilla and Shawn T Wahl, Business and Professional Communication, Sage Publications, New Delhi, 2011.
9. Varinder Kumar, Managerial Communication, Kalyani Publications, new Delhi, 2015.

**MBA Generic Elective – IV**  
**MB-207(a) BUSINESS ANALYTICS WITH SPREAD SHEETS**

4 Periods per week  
Credits= 4

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- Unit I:** Concept of Business Analytics – Advantages – Evolution – Concept of Database in business – Metrics and measures of data – Data description – decision model – Steps in problem solving – What-if analysis – Introduction to Microsoft Excel – Excel window environment – Menus – spread sheet basics – Working with simple formulas-Formatting data in a cell – Cell references
- Unit II:** Copying text/values/formulas – searching data – sorting – Filtering using filters – Decision making with If condition (logical formulas) – Applying business related formulas – Working with Images –Numerical formatting with Round(), Int(), Ceiling() etc. – Split the view of sheet- Introduction to chart/Graph generation – Pivot Table- Statistical functions – Date & Time functions – Text functions - Financial Functions.
- Unit III:** Saving the worksheet in different forms – Exporting and Importing data from other Microsoft applications/packages/external databases - Working with graphic images – grouping/ungrouping – Usage of colors for the better presentation – Goal seek and Scenarios for “What-if” analysis – Formula auditing – Using Excel help – Simple Macros for automated actions- Print preview – Printing selected / full worksheet – Error correction – Protection of Worksheet.
- Unit IV:** Statistical Functions – Histogram - Mean – Median – Mode – Harmonic Mean – Geometric Mean – Average Deviation – Standard Deviation – Skewness- Data Analysis Tools – Correlation –Regression –F-test two-sample for variances - ANOVA – Single Factor - t-test paired two samples for mean – Z-test for two sample means.
- Unit V:** Financial Functions– Asset Depreciation Functions – AMORDEGRC – AMORLINC- DB – DDB – SLN – SYD – VDB. Concept of Time Value of Money - Interest Rate Functions – ACCRINT – ACCRINTM – EFFECT – INTRATE – NOMINAL – RATE.

**Suggested Readings**

1. James R.Evans., **Business Analytics**, Pearson Education, 2015.
2. Debra Gross., Frank Akaiwa and Karleen Nordquist, **Succeeding in Business with Microsoft Excel 2013: A Problem-Solving Approach**, Cengage Learning, 2014.

**References**

1. Curtis D.Frye, **Step by Step - Microsoft Excel 2013**, Microsoft Press Books, 2013.
2. Isaac Gottlieb, **Next Generation Excel: Modeling in Excel for Analytics and MBAs**, John Wiley & Sons Private Limited, 2010.
3. Conrad Carlberg, **Statistical Analysis: Microsoft Excel 2013**, Pearson Education, 2014.
4. Wayne L.Winston, **Microsoft Excel 2013: Data Analysis and Business Modeling**, Prentice Hall of India Learning, 2011.

**MBA Generic Elective – IV**  
**MB-207(b) RETAIL MARKETING MANAGEMENT**

**UNIT - I : Introduction to Retail Marketing Management**

Definition and Concept of Retailing - Retailer's role in distribution channel – Functions of Retailing – Socio Economic significance of retailing - Theories Retailing Formats of retailing – Recent trends in retailing - organized and un organized retailing – Role of technology in retailing – E – retailing.

**UNIT - II : Retail Merchandising and Pricing**

Types of Merchandise - Merchandise assortments – Merchandise procurement – Process – Sales Forecasting – Merchandise Planning – Merchandise buying systems - Retail Pricing – Factors influencing Retail Pricing – Setting Retail Prices – Different approaches of Retail Pricing.

**UNIT - III : Retail Communication and Distribution:**

Need and importance of promotion mix in retailing - Communication programmes to develop brand images and customer loyalty – Methods of communication – Retail Promotion Budgets – Retail Logistics – Supply Chain Management – Transportation & Warehousing – Inventory Management.

**UNIT - IV : Retail Store Location and Store Management:**

Retail Locations – Store layout design – Store Design - Objectives – Space management – Visual Merchandising – Fixtures – Atmospheric – human Resource Management in Retailing - Recruitment, Selection Motivation, Compensation and Control of Store employees.

**UNIT - V : Retail Customer Behaviour and Customer Service:**

The buying Process – Types of Buying Decisions – Factors influencing buying process – Factors influencing customer loyalty – Customer Service Strategies- Setting Service standards – Improving retail service quality - Service recovery.

*Suggested Readings:*

1. Swapna Pradhan : Retail Marketing Management: Tata McGraw Hills.
2. Levy, Weitz and Pandit: Retailing Management:Tata McGraw Hills.
3. Managing Retailing – P.K. Sinha, D P Uniyal: Oxford University.
4. Suja Nair : Retail Management: Himalaya
5. Barry Berman and Joel R Evans: Retail Management - A Strategic Approach :Pearson Edn
6. Lamba: Art of Retailing : Tata McGraw Hill
7. KVS Madan : Fundamentals of Retailing:Tata McGraw Hill
8. A Shiva Kumar : Retail Marketing: Excel Books
9. Gipson G Vedamani: Retail Management. JAICO publishing house.



**MBA II SEMESTER (CBCS)**  
**Generic Elective – IV(b)**  
**MB-207 CUSTOMER RELATIONSHIP MANAGEMENT**

**Unit – I: Evolution of Customer Relationship**

CRM- Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM process, framework of CRM, Benefits of CRM, Types of CRM, Scope of CRM, Customer Profitability, Features Trends in CRM , CRM and Cost-Benefit Analysis, CRM and Relationship Marketing.

**Unit – II: CRM Concepts**

Customer Value, Customer Expectation, Customer Satisfaction, Customer Centricity, Customer Acquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value. Customer Experience Management, Customer Profitability, Enterprise Marketing Management, Customer Satisfaction Measurements, Web based Customer Support.

**UNIT - III : Consumer Behaviour**

Types of Consumers – Need and Importance of Consumer Behaviour – Application of Consumer Behaviour in Marketing – Recent Trends in Consumer Behaviour – Socio, Economic, Cultural and Psychological factors influencing Consumer Behaviour - Problems in study of Consumer Behaviour.

**Unit – IV: Planning for CRM**

Steps in Planning-Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, Elements of CRM plan, CRM Strategy: The Strategy Development Process, Customer Strategy Grid.

**UNIT - V : Implementation of Customer Relationship Management Programs:**

Integrating Customer Data into Customer Relationship Management Strategy – Data Mining, Data Warehousing for Customer Relationship Management – Role of IT and Internet in Customer Relationship Management - Customer Relationship Strategies- Application of Customer Relationship Management in Telecom, Healthcare, Banking and Insurance Industries.

*Suggested Readings:*

1. Francis Buttle, CRM: Concepts and Technologies, Elsevier, 2009, Reed Elsevier India Private Limited, 2<sup>nd</sup> Edition.
2. Jagdish n Sheth, Atul Parvatiyar & Ga Shainesh, Customer Relationship management, Emerging Concepts, Tools and Applications, 2009, Tata Mcgraw hill Company Limited
3. Ken Burnett, The Handbook of Key Customer Relationship management, pearson Education, 2005..
4. Schiffman, Leon, G and Kannuk, Leslie Lazar: Consumer Behaviour Prentice Hall of India Peelan - Customer Relationship Management, Pearson Education.
5. Brown, A. Stanly, Customer Relationship Management, John Wiley.
6. Dyche, Jill., The CRM Handbook- A Business Guide to CRM, Pearson Education Asia.
7. Gosney, John W. and Thomas P. Boehm: Customer Relationship Management Essentials, Prentice Hall.
8. Seth, Jagdish N., Customer Relationship Management, Tat McGraw Hill Publishing Co.

## **MBA II SEMESTER (CBCS)**

### **Generic Elective – III(a)**

## **MB-206 BUSINESS ETHICS**

### **UNIT – I BUSINESS ETHICS**

Meaning – Nature and sources of ethics – Developing moral capital – Ethics in business: Objectives – Significance – Factors influencing business ethics. Theories of Ethics: Utilitarianism – Deontological theory – Virtue ethics (Aristotle). Models of ethics: Kohlber – Carol Gilligan – Indian model.

### **UNIT – II ETHICAL ISSUES**

Social responsibilities of business - Ethical behavior at work – Law and ethics – OCB – Empowerment. Ethical Issues: Corruption – Bribery – Hoarding and black market marketing – Lobbying – Corporate crimes – Health care issues – Online frauds – ecological issues – Brief description of global practices.

### **UNIT – III ETHICS IN FUNCTIONAL AREAS OF BUSINESS**

Ethics in Marketing: Ethical practices in product packaging and labeling - Pricing - Advertising - Direct marketing – Green marketing - Ethical vs. Unethical marketing behavior. Ethics in HRM: Ethical implications of Privacy – Harassment – Discrimination – Whistle blowing. Ethics in Finance: Accountability – Window dressing and disclosure practices – Insider trading.

### **UNIT - IV CORPORATE SOCIAL RESPONSIBILITY (CSR)**

Meaning – Evolution – Legitimacy of CSR- Law vs. Moral arguments of CSR – Evolving role of stake holders – Stake holders perspective – Corporate response to citizens demands – Strategic model of CSR – CSR and corporate advantage – Issues in implementation of CSR – CSR initiatives of some corporations.

### **UNIT – V CORPORATE GOVERNANCE (CG)**

Meaning – Evolution – Theoretical roots of CG: Value maximization theory – Stake holders theory – Objective function theory – Agency theory. CG from inside the Board room: Board demography – Structure and process – Board duties. CG outside Board room: Role of markets – Shareholders activism – CG vs. Government practices.

Reference:

1. Murthy, C S V. Business Ethics: Text & Cases, Himalaya Publishing House, Mumbai.
2. Monks, Robert A.G. and Nell Minow, Corporate Governance, New York: John Wiley & Sons, 2011, 5th edition. ISBN 978
3. Jean Tirole, The Theory of Corporate Finance, Princeton University Press,
4. Kenneth Kim, John R. Nofsinger, Derek J, Corporate Governance, Prentice Hall, 2010 3/E.
5. Chatterji Madhumita, Corporate Social Responsibility,
6. Kumar H, Corporate Social Responsibility