

**SATAVAHANA UNIVERSITY  
KARIMNAGAR**

**Department of Business Management**

**REVISED MBA Syllabus  
(w.e.f 2024-2025)**

**REGULATION-24**

  03/26

**SEMESTER I**

S.No.	Subject Code	SUBJECT	U.E	I.E	Total	Credits
1	101	Management & Organisational Behaviour	80	20	100	4
2	102	Business Environment & Company Laws	80	20	100	4
3	103	Managerial Economics	80	20	100	4
4	104	Accounting For Managers	80	20	100	4
5	105	Statistics For Management	80	20	100	4
6	106	Information Technology And Management Systems	60	20	80	3
7	107	I.T.LAB	20	-	20	1
					<b>Total Credits: 24</b>	

**SEMESTER II**

S.No.	Subject Code	SUBJECT	U.E	I.E	Total	Credits
1	201	Human Resource Management	80	20	100	4
2	202	Marketing Management	80	20	100	4
3	203	Financial Management	80	20	100	4
4	204	Management Accounting	80	20	100	4
5	205	Operations Research	80	20	100	4
6	206	Business Research Methods	80	20	100	4
7		Subject Viva Voce	50		50	2
					<b>Total credits:26</b>	

**SEMESTER III**

S.No.	Subject Code	Subject	U.E	I.E	Total	Credits
1	301	Managerial Communications	80	20	100	4
2	302	Operations Management	80	20	100	4
3	303	Strategic Management	80	20	100	4
4	304	Logistics & Supply Chain Management	80	20	100	4
5	311/321/331/341	Elective I	80	20	100	4
6	312/322/332/342	Elective II	80	20	100	4
7	313/323/333/343	Elective III	80	20	100	4
					<b>Total credits:28</b>	

**SEMESTER IV**

S.No.	Subject Code	Subject	U. E	I. E	Total	Credits
1	401	Creativity and Innovation	80	20	100	4
2	402	Business Analytics For Managers	80	20	100	4
3	403	Entrepreneurship Development	80	20	100	4
4	404	Total Quality Management	80	20	100	4
5	411/421/431/441	Elective I	80	20	100	4
6	412/422/432/442	Elective II	80	20	100	4
7	413/423/433/443	Elective III	80	20	100	4
8		Project Report	100		100	4
9		Project Viva voce	50		50	2
					<b>Total credits: 34</b>	

**TOTALCREDITS:24+26+28+34= 112**

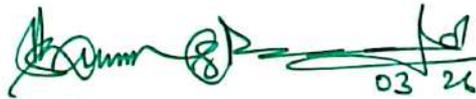


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# SEMESTER-IV



  
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**SATAVAHANA UNIVERSITY-KARIMNAGAR****Department of Business Management****REVISED MBA Syllabus (w.e.f2024-2025)****REGULATION-24****SEMESTER-IV**

<b>S.No.</b>	<b>SUBJECT CODE</b>	<b>SUBJECT</b>	<b>U. E</b>	<b>I.E</b>	<b>TOTAL</b>	<b>CREDITS</b>
1	401	CREATIVITY AND INNOVATION	80	20	100	4
2	402	BUSINESS ANALYTICS FOR MANAGERS	80	20	100	4
3	403	ENREPRENEURSHIP DEVELOPMENT	80	20	100	4
4	404	TOTAL QUALITY MANAGEMENT	80	20	100	4
5	411/421/431	<b>ELECTIVE I</b>  411-PERFORMANCE &COMPENSATION MANAGEMENT 421-SERVICEMARKETING 431-PORTFOLIO MANAGEMENT	80	20	100	4
6	412/422/432	<b>ELECTIVE II</b>  412 -INDUSTRIALRELATIONS& LABOUR LAW 422-GLOBAL MARKETING 432- FINANCIALDERIVATIVES	80	20	100	4
7	413/423/433	<b>ELECTIVE III</b>  413- STRATEGIC HUMAN RESOURCEMANAGEMENT 423- RETAIL MARKETING MANAGEMENT 433-STRATEGIC FINANCIAL MANAGEMENT	80	20	100	4
8		PROJECT REPORT	100		100	4
9		PROJECT VIVA VOCE	50		50	2
					<b>TOTALCREDITS</b>	<b>34</b>

**MBA SEMESTER:IV | MARKS DISTRIBUTION: 80+20**

**401 -CREATIVITY AND INNOVATION**

**Unit I Realms of Creativity-**

**Creativity-Concept**-Convergent and Divergent Thinking-Creativity Intelligence-Enhancing Creativity Intelligence-**Determinants of Creativity**-Creativity Process-**Roots of Human Creativity**-Biological, Mental, Spiritual and Social-Forms of Creativity-Essence, Elaborative and Expressive- Existential, Entrepreneurial and Exponential.

**Unit II Creative Personality-**

Traits Congenial to Creativity- **Motivation and Creativity**-Strategies for changing Motivation Creativogenic Environment- Formative Environment and Creativity-Adult Environment- Environmental Stimulants-**Blocks to Creativity**-Strategies for unblocking Creativity.

**Unit III Corporate Creativity-**

**Creative Manager**-Techniques of Creative Problem Solving- Creative Encounters and Creative Teams- **Perpetual Creative Organisations-Creative Management Practices**-Human Resource Management, Marketing Management, Management of Operations, Management of Product Design and Growth Strategies.

**Unit IV Creative Organisation-**

Issues and Approaches to the **Design of Creative Organisations**-Policy frameworks Organisational Design for Sustained Creativity-Mechanism stimulating Organisational Creativity-**Creative Diagnosing**-Creative Societies-Necessity-Model of a Creative Society.

**Unit V Management of Innovation-**

**Nature of Innovation**-Technological Innovations and their Management-Inter-Organisational and Network Innovations- **Design of a Successful Innovative Organisation**-Training for Innovation-**Management of Innovation**-Agents of Innovation- Skills for Sponsoring Innovation.

**Suggested Readings:**

1. PradipKhandwalla-Lifelong Creativity-An Unending Quest,Tata McGraw Hill,2006.
2. PradipKhandwalla-The CorporateCreativity-The WinningEdge,TataMcGrawHill,New Delhi
3. PradipKhandwalla-The Fourth Eye,Wheeler Publishing,NewDelhi.
4. Rastogi,P.N, Managing Creativity for Corporate Excellence, Macmillan, New Delhi.
5. JoneCeserani, Peter Greatwood-Innovation and Creativity,Crest Publishing House,New Delhi.



MBA SEMESTER:IV MARKS DISTRIBUTION: 80+20

402 - BUSINESS ANALYTICS FOR MANAGERS

**UNIT-I: INTRODUCTION TO BUSINESS ANALYTICS AND DECISION MAKING**

**Meaning**, definition, and evolution of Business Analytics-Business Analytics vs Business Intelligence vs Data Science-**Importance of analytics in contemporary organizations**-Data-driven decision-making and managerial problem solving-**Types of analytics**: Descriptive analytics, Diagnostic analytics, Predictive analytics, Prescriptive analytics-**Role of analytics in competitive advantage**

**UNIT-II: DATA MANAGEMENT, DATA PREPARATION AND EXPLORATORY ANALYSIS**

**Types of data**: structured, semi-structured, unstructured-Data sources: internal, external, transactional, social, and web data-**Introduction to databases and data warehousing concepts**-Data collection methods and data integration-Data cleaning and preprocessing: Handling missing data, Outlier detection-**Exploratory Data Analysis (EDA)**: Measures of central tendency and dispersion, Frequency distributions, Data summarization techniques, Data quality, data governance, and ethical issues in data handling

**UNIT-III: ANALYTICS TECHNIQUES AND MODELING**

**Descriptive analytics models**: Data aggregation, Dashboard design principles-**Predictive analytics techniques**: Correlation analysis, Simple and multiple regression, Forecasting methods, Classification concepts-**Prescriptive analytics**: Optimization models, Linear programming, Simulation models-Spreadsheet-based analytics using Excel: Pivot tables, Solver, Scenario and sensitivity analysis-Model validation and interpretation

**UNIT-V: BUSINESS INTELLIGENCE, DATA VISUALIZATION AND BIG DATA ANALYTICS**

**Business Intelligence (BI)**: concepts and evolution-BI architecture and components, Key performance indicators (KPIs) and scorecards, -**Data visualization principles** and storytelling with data,-Dashboards and management reporting systems-**Introduction to Big Data**: Characteristics (5Vs),Business applications of Big Data-Overview of AI and machine learning in business analytics-Contemporary trends in analytics and BI

**UNIT-V: FUNCTIONAL APPLICATIONS OF BUSINESS ANALYTICS**

**Marketing Analytics**: Customer segmentation, Customer lifetime value (CLV), Marketing campaign analytics-**Financial Analytics**: Risk analysis, Credit scoring, Financial forecasting-**Human Resource Analytics**: Workforce analytics, Attrition and performance analysis-**Operations & Supply Chain Analytics**: Demand forecasting, Inventory and logistics analytics-Analytics strategy, ethics, data privacy, and governance-Analytics-driven organizational transformation

**Suggested Readings:**

1. Albright, S. C., Winston, W. L., & Zappe, C. – Business Analytics: Data Analysis and Decision Making, Cengage
2. Sharda, R., Delen, D., & Turban, E. – Business Intelligence, Analytics, and Data Science, Pearson
3. Dinesh Kumar, U. – Business Analytics: The Science of Data-Driven Decision Making, Wiley
4. Ponniah, P. – Data Warehousing Fundamentals for IT Professionals, Wiley
5. Prasad, R. N. & Acharya, S. – Fundamentals of Business Analytics, Wiley India

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MBA SEMESTER:IV MARKS DISTRIBUTION: 80+20  
403: ENTREPRENEURSHIP DEVELOPMENT

### UNIT-I: Entrepreneur, Entrepreneurship&Entrepreneurial Development

**Definition** and Concept - Characteristics of Entrepreneurs-Traits and Skills-Classification-Entrepreneurial Behaviour and Motivation-Nature and Importance of Entrepreneurs - **The Entrepreneurial Culture** - Theories of Entrepreneurship-Entrepreneurship Development – **Intrapreneurship** - Causes – Climate for Intrapreneurship - Institutions involved in fostering Entrepreneurship.

### UNIT-II:Creativity and Feasibility Planning

**Sources of New Ideas** - Methods of Generating Ideas-Creative Problem Solving - Opportunity Recognition - **Feasibility Planning** - **Four-Stage Growth Model** - Fundamentals of a Feasibility Plan - The Feasibility Plan.

### UNIT-III:Management of SMEs

Financial Management - **Sources of Finance** - Working Capital Management - **Venture Capital** – Characteristics - Types of Venture Financing - Marketing Management - Product Development – **Pricing Channels of Distribution** -Marketing Communications -Production Management - Materials Management - Human Resource Management in SMEs.

### UNIT-IV: Entrepreneurial Strategy

**Generation of a New Entry Opportunity** - Assessing the attractiveness of a New Entry Opportunity - **Entry Strategy for New Entry Exploitation** - Risk Reduction Strategies for New Entry Exploitation Growth Strategies - Economic Implication of Growth-Implications of Growth for the Firm.

### UNIT-V: Emerging Issues in Entrepreneurial Development

Family Business - Importance - Types - **Succession** - Strategies for improving the Family Business-Entrepreneurship Development Programmes - The Indian EDP Model – Phases - **Evaluation of EDP Women Entrepreneurship** – Concept – Empowerment - Factors governing Women Entrepreneurship - Rural Entrepreneurship.

### Suggested Readings:

1. Vasant Desai-Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House
2. Robert Hisrich-Entrepreneurship Michael Peters -Tata McGraw Hill
3. DavidH.Holt ,Entrepreneurship New Venture Creation, Prentice Hall of India
4. Poornima Charantimath- Entrepreneurship Development &Small Business Enterprises, Pearson Education

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MBA SEMESTER:IV | MARKS DISTRIBUTION: 80+20  
404 :TOTAL QUALITY MANAGEMENT

### UNIT-I:

Introduction, **The concept of TQM**, History & Evolution of TQM, Quality and Business performance, attitude, and involvement of top management, communication, culture and management systems. Management of Process Quality: Definition of quality, **Quality Control**, a brief history, Product Inspection vs. Process Control, **Statistical Quality Control**, Control Charts and Acceptance Sampling.

### UNIT-II:

**Organizing for TQM**: The systems approach, organizing for quality implementation, making the transition from a traditional to a TQM organization, **Quality Circles**, seven Tools of TQM: Stratification, check sheet, Scatter diagram, Ishikawa diagram, pareto diagram, Kepner & Tregoe Methodology. Improvement Tools & Techniques: **Kaizen**, JIT, Force field analysis, Five S's.

### UNIT-III:

**The Cost of Quality**: Definition of the Cost of Quality, Quality Costs, **Measuring Quality Costs**, use of Quality Cost information, Accounting Systems and Quality Management. Continuous Process Improvement, - the Juran trilogy, - **The PDCA Cycle**-Kaizen-Reengineering. **Total productive maintenance (TMP)** - relevance to TQM, **Terotechnology**. Supplier Partnership- Partnering- Sourcing-Supplier Selection-Supplier Rating-Performance Measures-Basic concept- Strategy-Quality cost.

### UNIT-IV:

#### Tools and Techniques for Quality Management

**The Concept of Six Sigma**, Objectives of Six Sigma, The framework of Six Sigma programme, roles and responsibilities, Six sigma problem solving approach: Benefits and costs of Six Sigma. **Quality functions development (QFD)**. FMEA - Stages, Types. **Benchmarking**- reasons for bench marking-Process- Understanding current performance-Pitfalls and criticism of benchmarking. POKA YOKE.

### UNIT-V:

**ISO9000**:Universal Standards of Quality: **ISO around the world**,The ISO 9000ANSI/ASQC Q- 90. Series Standards, **benefits of ISO 9000** certification, the third-party audit, Documentation ISO9000 and services, the cost of certification implementing the system.

### Suggested Readings:

1. Total Quality Management/Joel E.Ross/Taylor and Francis Limited
2. Total Quality Management/P.N.Mukherjee/PHI
3. Beyond TQM/ Robert L.Flood."The Six Sigma Instructor guide", Green belt training made easy,2008 2nd Ed.Macmillan
4. Statistical Quality Control/E.L.Grant.
5. Total Quality Management:A Practical Approach/H.Lal.
6. Quality Management/Kanishka Bedi/Oxford University Press/2011.
7. Total Engineering Quality Management/Sunil Sharma/Macmillan



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MBA SEMESTER:IV	HR ELECTIVE-I	MARKS DISTRIBUTION: 80+20
411 PERFORMANCE AND COMPENSATION MANAGEMENT		

**Unit-I: An overview of Performance Management.**

Definition - Objectives and process of Performance Management – Development in the field – The Performance Contract Principles and Limitations – Impact of “Competency Goal” in the Performance Management System. **Essential Features of Effective Performance Management System**- Key Results Areas (KRAs) in Performance Management - Top Management Commitment Component of Performance Management - Recognizing excellence in Performance - Consistent Reward System - Organizational Goal Linked. Performance Management - Deciding key performance Indicators (KPIs)

**UNIT–II: Challenges in Nurturing Architecture of P.M**

Organization specific PMS- **Reward based Performance** - Management System and its Significance - Interventions and Drivers -**Refinement and Reinforcement** of Reward System - Career based Performance Management - Team based Performance Management -Significance, theoretical foundations, culture based Performance Management - Lessons of culture Theories - Internalization of Performance Values - Lessons of Leadership theories. **Competence based Performance Management** Significance- Leadership based Performance Management – Performance Management practices in Indian Organizations.

**Unit-III: Foundation of Compensation Management**

Definition – Objectives, Principles and Importance – The Pay Model – Compensation Objectives –Stake Holders– **Forms of Pay** – Cash Compensation Base – Merit Pay – Cost of living Adjustments – Incentives – Allowances – Policies on Internal Alignment and External Competitiveness– Strategic Perspective of total compensation–**Mapping total compensation strategy** –Pay Decisions and Organisation Strategy–“Best Fit” Vs. “Best Practices” Dilemma – Issues and Models of Executive Compensation.

**Unit-IV: Components of Pay Structure**

Organisational Strategy – Work Flow – Fairness – Motivation of Behaviour – Economic Pressures – Government Policies – Law and Regulations – External Stakeholders – **Cultures and Customers** – Organisations of Human Capital –Organisation Work Design -Overall HR Policies –Internal Labour Markets – Employee Acceptance– Research Findings – **Equity Theory** – Tournament Theory– Institutional Model– Pay Structure based on jobs, Employees and Competencies – **Use of Job Analysis and Job Evaluation in Designing Pay Structures**. Managing Variations in International Pay System– Determinations of International Compensation System

**Unit-V: Compensation Strategy and Competitiveness**

Influencing factors of external competitiveness – Modifications to the Supply and Demand side – Compensating Differentials –**Job Structure and Pay Structure** – Grades and Ranges – Broad banding – Determinants of Grades and Ranges of Pay – Differences in Quality of Individuals applying for work – Differences in the productivity and value – Differences in the pay mix of Competitors – Issues in pay for performance –Employee Stock Ownership Plans (ESOPs)–Performance Plans – Broad Based Option Plans (BBOPs) – The Role of Performance Appraisal in Compensation Decisions.

**Suggested Readings:**

1. SrinivasR. Kandula Performance Management Prentice-Hall India2006
2. R.K. Sahu Performance Management System
3. B.D. Singh Compensation and Reward Management Excel Books,NewDelhi,2007
4. Tapomoy DEB Compensation Management Text &Cases, Excel Books,NewDelhi,2009



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MBA SEMESTER:IV HR ELECTIVE-II

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412 INDUSTRIAL RELATIONS AND LABOUR LAWS

### UNIT-1: An Overview of Industrial Relations System and Industrial Relation Code 2020

Definition -Objectives of IR- Participants in Industrial Relations – Functional requirements of successful Industrial Relations programmes-Industrial Relations perspectives-The system model(Dunlops approach)- The plaudits approach- Webers social action approach- Evaluation and growth of Industrial Relations in India- Changing dimensions of Industrial Relations -Changing profile of major stakeholders- Government policies and IR. Industrial disputes – Causes and Consequences of Disputes- Methods of settling Industrial Disputes- Adjudication or compulsory arbitration in India Adjudication/ compulsory arbitration V/s collective bargaining –Dispute settlement machinery for the prevention and settlement of Industrial Disputes.

### UNIT-II: The Code on Wages 2019

Payment of minimum rate of wages- Fixation of minimum wages Components of minimum wages, Procedure for fixing and revising minimum wages-Power of Central Government to fix floor wage- Minimum time rate wages for piece work-Wages for overtime work -**PAYMENT OF WAGES**- Mode of payment of wages. Fixation of wage period-Time limit for payment of wages-Fines- Deductions for absence from duty-Deductions for damage or loss-Deductions for services rendered, Deductions for recovery of advances-Deductions for recovery of loans.

**PAYMENT OF BONUS CLAUSES** Eligibility for bonus-Proportionate reduction in bonus in certain cases-Disqualification for bonus-Adjustment of customary or interim bonus against bonus payable under this Code-Deduction of certain amounts from bonus payable-Time limit for payment of bonus-

### UNIT-III: The Occupational Safety, Health and Working Conditions Code,2020

**HEALTH SAFETY AND WORKING CONDITIONS**-Responsibility of employer for maintaining health, safety and working conditions -**FACTORIES**- Approval and licensing of factories. Liability of owner of premises in certain circumstances-Compulsory disclosure of information by occupier-Specific responsibility of the occupier in relation to hazardous processes- National Board to inquire into certain situations-Emergency standards-Permissible limits of exposure of chemicals and toxic substances.

### UNIT-IV: SOCIAL SECURITY ORGANISATIONS

Employees' Provident Fund- Employees' State Insurance Corporation-National Social Security Board and State Unorganised Workers' Board- State Building Workers Welfare Boards-. **GRATUITY ACT 1972** - Payment of gratuity-**MATERNITY BENEFIT ACT 1961**

### UNIT – V: International Industrial Relations & Contemporary Issues in Industrial Relations

Recognition of Trade Unions practices in foreign countries- Social security schemes in abroad – Glimpse into Industrial Policy of East Asia-Industrial Relations in Japan-Labour Relations in china- Industrial Relations system in Great Britain and USA-Unions strategy-a USA perspective- International Trade Union Organizations.

Economic reforms and Restructuring, Adjustment process and VRS schemes in public sector- Management of sexual Harassment – Management of contract labour-Recommendations of the Second National Commission on labour (2002) – Impact of technological change on IR.

### Suggested Readings:

1. Mamoria.C.B.MamoriaS.V.Gankar.-DynamicsofIndustrialRelations,HimalayaPublishing House
2. P.R.N.SinhaIndu BalaSinha,SeemaPriyadarshiniShekar-IndustrialRelations,TradeUnionsand LabourLegislation Pearson
3. R.C.Saxena -LabourProblemsandSocialWelfare,K.Nath&Co
4. P.L.Malik -IndustrialLaw,EstronBookComp Luknow
5. <https://labour.gov.in/labour-law-reforms>

MBA SEMESTER:IV HR ELECTIVE-III	MARKS DISTRIBUTION: 80+20
413 STRATEGIC HUMAN RESOURCE MANAGEMENT	

**UNIT-I:The Framework of SHRM**

Definition – Importance – **components of HRM strategy** – models of strategy –Contribution of HR in formulating and implementation of business strategy – **Methods of structuring HR Department in organizations** – Linkage between strategic business planning (SBP) and strategic HR development (SHRD) – HR contribution to organizational learning – **competencymapping**–buildingthecorecompetencies–AvoidingconflictingHRsystemsin designing the congruent and integrated HR systems: Trade – offs – Knowledge based HR management strategy.

**UNIT-II:HR Environment Scanning**

Technology and organizational structure – environment turbulence, adaptation – environmental scanning and competitive intelligence – **influence on HR information system** –management of diversity – **Trends in utilization of HR**, relocation of work – Employee leasing- **Global sourcing of labour** –The influence of organizational purpose, mission and top management team –The impact of organization design and learning

**UNIT-III:HR Strategy Formulation**

Strategic planning – Multinational Strategies – **Strategic alliance** – Sustainable global competitive advantage –**Assessment of strategic alternatives** – Managerial issues in strategic formulation – Importance and methods of forecasting the supply of HR – Key HR activities in **Mergers and Acquisition (M & A)** – Ensuring alignment – Ensuring strategic flexibility for the future – An investment perspective of Human Resources – HR investment consideration.

**UNIT-IV:HR Strategy Implementation**

Implementation of Human resource and reallocation decisions – Cross training and flexibility in assigning work – **Using work teams** – Strategically oriented performance measurement system –Strategically oriented compensation systems–Improving the quality of performance measures- **Results oriented vs Process oriented measures** – Individual best practices and systemsbest practices – **Universal practices vs Contingency perspective** – practices for evolution of high-performance HR systems.

**UNIT-V:HR Strategy Evaluation**

**HR evaluation process** – Overview– Scope – Strategic impact – Level of analysis – Criteria– Level of constituents – **Ethical dimensions** – Approaches to evaluation – Audit approach – Analytical approach – Quantitative and Qualitative measures – Outcome process criteria - **Balanced score card perspective** – **Bench marking** – Evaluating strategic contribution of traditional areas such as selection, training, compensation – Evaluating strategic contribution in emerging areas such as management of diversity and quality readiness..

**Suggested Readings:**

1. Jeffray A. Mello, Strategic Human Resource Management, Cengage Learning Indian Pvt. Ltd., NewDelhi, 2008.
2. Richard Regis, Strategic Human Resource Management and Development, ExcelBooks, NewDelhi.
3. Charles R. Greer, Strategic Human Resource Management – A General Managerial Approach, Second Edition, Pearson Education Asia, 2007.

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MBA SEMESTER:IV MARKETING ELECTIVE-I MARKS DISTRIBUTION: 80+20

421 SERVICES MARKETING

### UNIT-I:

Introduction to Services Marketing – Definition of Service Marketing – Nature – Classification of Services – **Characteristics of Services** – Difference between Product and Services – Reasons for Growth and Development of Service Marketing. – **Recent Trends in Service Marketing.** – Problems and Challenges in Service Marketing-Services Marketing Mix – Traditional **4P's** – Product – Pricing – Promotion and Physical Distribution. – Extended Marketing Mix **3P's** physical Evidence – People and Process

### UNIT-II:

**Consumer Behaviour in Services**-Customer expectation of services-Current Issues Involving Customer Service-**Customer Perception of Service** -Customer Satisfaction Service Quality Service Encounters Strategies for influencing customer perceptions- Service recovery.

### UNIT-III:

**Service Development and Design**-High Performance Service Innovations - Physical Evidence and The Servicescape – Employees' Role in Service Delivery - **Customers' Role in Service Delivery**, Self Service Technologies - Delivering Service Through Intermediaries and Electronic Channels.

### UNIT-IV:

Managing Demand and Capacity – **Integrated Services Marketing Communications** –Pricing of Services – Gaps Model of Service Quality – **SERVQUAL** Survey in Measuring – Service Triangle.

### UNIT-V:

Marketing Strategies for **Financial and Other Services**: Marketing of Financial & Banking Services – Marketing of Tourism Services – Marketing of Transportation Services – Marketing of Health Care Services.

#### Suggested Readings:

- 1) RaviShankar–Services Marketing, Excel Marketing.
- 2) Love Lock Christopher H.–Services Marketing,Prentices Hall of India.
- 3) Philip Kotler&Clarke N Robert–Marketing for Health Care Organizations.
- 4) Rajendra &Nargundkar –Services Marketing,TATA Mcgraw Hill.Co.
- 5) Ziethman &Others–Services Marketing, Pearson Education.

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MBA SEMESTER:IV MARKETING ELECTIVE-II MARKS DISTRIBUTION: 80+20

422 GLOBAL MARKETING

### Unit-1:

**Global Marketing** – Concepts – Key Concepts – Evolution of Global Marketing – Drivers towards Globalization – **Global Marketing objectives** – Theoretical Foundations – Country Specific Advantages – Firm Specific Advantages – **Rivalry between Global Competitors.**

**Unit-II: Global Marketing Environment** – Economic Environment – Political and Legal Environment Cultural Environment – Analyzing Global Marketing Environment.

### Unit-III:

**Global Market Selection and Entry Strategies** – Assessing Global Market Opportunities – Country Attractiveness – **Understanding Local Customers** – Multinational Market Regions – Global Segmentation and Positioning – **Global Mature Markets** – Growth Markets – Emerging Markets.

### Unit-IV:

**Global Marketing Strategies** – **Global Products and Services** – **Standardization Vs Localization** – Global Product Lines – Global Brand Management – Global Pricing – Financial Issues – Transfer Pricing – **Counter Trade** – Global Pricing Policies.

### Unit-V:

**Global Promotion Strategies** – Promotion as Competitive Advantage – Pros and Cons of Global Advertising – **Global Advertising Decisions** – Global Sales Promotion – Direct Marketing – Global Personal Selling – Global Distribution – **Rationalizing Local Channels** – **global Logistics** – Global Channel Design.

### Suggested Readings:

1. JohnnyK.Johansson–Global Marketing–Foreign Entry,Local Marketing and Global Management – Tata McGraw Hill Pvt. Ltd. New Delhi, 2008.
2. Kate Gillespie, Jean Pierre Jeannet, H. David Hennessey – International Marketing – Cengage Learning – New Delhi-2009.
3. Philip R Cateora, John L Graham, Prashat Salwan – International Marketing – Tata McGrawHill, New Delhi-2009
4. P.K.Vasudeva–InternationalMarketing–ExcelBooks–NewDelhi,2006.
5. Sak Onkvist, John J Shaw – International Marketing – Analysis and Strategy – PHI Learning Pvt. Ltd. New Delhi, 2009.

MBA SEMESTER:IV	MARKETING ELECTIVE-III	MARKS DISTRIBUTION: 80+20
423 RETAIL MARKETING MANAGEMENT		

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

Retailing –Meaning –Importance of retailing – theories of structural changes in retailing- Different formats of retailing – Organised and unorganized retailing-Retailing Environment-Retailing in India –Recent trends in retailing - Problems and Challenges of retailing

**Unit-II:**

**Retail Store Selection,Store Layout and Design**

Types of store locations- Steps involved in store location – Principles elements of store design – Layout selection – important considerations in store selection and design

**Unit-III:**

**Retail Merchandise Management**

Types of merchandise –Product range- Merchandise procurement- Process of merchandise procurement- Merchandise assortment plan – Category management- process of category management Retail pricing–Factors effecting retail pricing –different approaches of retail pricing-

**Unit-IV:**

**Retail Human Resource and Promotion Management Overview** of Human Resource in retail-recruitment, selection training, motivation and evaluation of performance of personnel Need and importance of promotion mix in retailing – Retail promotion mix strategies – Visual display

**Unit-V:Retail Customer Behaviour and CRM**

Factors affecting customer buying behaviour- customer segmentation in retailing Customer loyalty- Customer relationship management in retailing–Retail Customer services

**Suggested Readings:**

1. Levy, Weitz and Pandit: Retailing Management: TataMcGraw Hills.
2. Chetan Bajaj, Rajan Vish Tuli and Nidhi V Srivastava, Retail Management, Oxford
3. Suja Nair: Retail Management: Himalaya
4. Barry Berman and Joel R Evans: Retail Management – A Strategic Approach: Pearson Edn
5. Lamba: Art of Retailing: TataMcGrawHill
6. KV S Madan: Fundamentals of Retailing: Tata McGraw Hill
7. A Shiva Kumar: Retail Marketing: Excel Books
8. Gipson G Vedamani: Retail Management. JAICO publishing house. Diamond – Retail Buying, Pearson Education.

MBA SEMESTER:IV FINANCE ELECTIVE-I	MARKS DISTRIBUTION: 80+20
431 PORTFOLIO MANAGEMENT	

**Unit-I: Portfolio Theory**

Concept of Portfolio – **Basic Principles of Portfolio Theory** – Process of Portfolio Management – Setting Portfolio Objectives and Identifying Constraints – Investment Policy – **Traditional Vs. Modern Portfolio Theory.**

**Unit-II: Portfolio Analysis**

Traditional Portfolio Analysis – **Portfolio Theory** – Concept of Diversification – Random and Markowitz Diversification – Effects of Combining Securities – Portfolio Return and Portfolio Risk – Portfolio Beta : Concept and Measurement – Generating Efficient Frontier – Efficient Set Theorem – Markowitz Risk-**Return Optimization** – Sharpe Index Model – **Adequate Diversification**( Problems on Portfolio Return, Portfolio Risk, Portfolio Beta and Minimum Variance Portfolio).

**Unit-III: Portfolio Selection**

Portfolio Selection: Risk and Investor Preferences – **Best Portfolio Selection** – Markowitz Optimization – **Sharpe Optimization** – Significance of Beta in the Portfolio Selection - Traditional Portfolio Selection (Problems on Portfolio Selection).

**Unit-IV:Capital Asset Pricing and Arbitrage Pricing Theory**

**Capital Market Theory:** Basic Assumptions – **Capital Market Line (CML)** – Security Market Line (SML) – Inputs for Applying **Capital Asset Pricing Model (CAPM)** – Empirical Tests of CAPM.

**Arbitrage Pricing Theory (APT):** Principle of Arbitrage – Arbitrage Portfolios – Two Factor and Multi Factor Models – **Synthesis of APT and CAPM.** (Problems on CAPM and APT).

**Unit-V: Portfolio Performance Evaluation**

**Performance Evaluation:** Measures of Return – Market Indices – Risk Adjusted Measures of Performance – **Reward to Variability (Sharpe) Ratio;** Reward to Volatility (Treyner) Ratio; and Ex-Post Differential Return (Jensen Measure) – **Comparison and Criticism of Risk-adjusted Performance Measures** (Problems on Portfolio Performance Evaluation).

**Suggested Readings:**

1. William F. Sharpe, Gordon J. Alexander and Jeffrey V. Bailey, "Investments", 6<sup>th</sup> Edition, PHI Learning Private Limited, New Delhi, 2008.
2. Fischer and Jordan, Security Analysis and Portfolio Management, Prentice Hall of New Delhi, 2008.

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<b>432 FINANCIAL DERIVATIVES</b>	

**Unit-I:**

Derivatives – Introduction – Evolution – **Signification and functions** – Types - Financial and Commoditize – **Players in Derivatives Market** – Trading and types of Orders – **Settlement Procedure** – Clearing House – Mark-to-Market – SPAN Margin System.

**Unit-II:**

Forward & Future Contracts – Concept – Features – Forward Contract Types – Forward Rate Agreements – **Forward Trading Mechanism** – Forwards Vs. Futures – Future Contracts – Types – Evolution of Futures Market – **Players in future market** – Functions – Trading Mechanism – **Specifications of future contracts** – Pricing of futures Yielding no income, known income, known dividend – Hedging with futures and forwards (Problems)

**Unit-III:**

Options – Concepts – **Options Vs. Futures** – Types – Trading with options – Basic principles– Strategies involving options – **Hedging with options** – Currency options.

**Unit-IV:**

Valuation of Options – **Factors determining option value** – Binomial Option Pricing Model- single period and two periods – Black-Scholes Option Pricing Model-non dividend and dividend paying strategies – **The Greeks of Black Scholes Model.**

**Unit-V:**

Financial Derivative Market in India – Recommendations of L.C. Gupta Committee on derivatives – **Trading Mechanism at NSE and BSE** – Eligibility of stocks – **Regulation of Trading System** – J.R. Verma Committee Report on Regulation of derivatives in Indian Stock Market.

**Suggested Readings:**

- 1 S.L.Gupta: Financial Derivatives-Theory, Concepts and Problems, Prentice-Hall of India Pvt. Ltd., new Delhi, 2008
2. David A. Dubofsky & Thomas W. Miller, JR: Derivatives-Valuation and Risk Management, Oxford University Press
3. JohnC.Hull: Options, Futures, and Other Derivatives, Pearson Education, Seventh Edition.
4. G.Kotreshwar: Risk Management-Insurance and Derivatives, Himalaya Publishing House, Mumbai, 2007

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**433 :STRATEGIC FINANCIAL MANAGEMENT**

**Unit-I:**

Introduction Strategic Financial Planning – **Corporate Strategy for Growth** – Regulatory Framework – **Rights Issue** – Value of Right – Initial Public Offer – Private Placement – Venture Capital.

**Unit-II:**

Capital Structure Planning – Estimating Financial Requirements – **Understanding Debt – Debt Securitization** – Syndicatisation – Debt Policy – Pecking Theory Hypothesis – EBIT-EPS Analysis Indifference Point – Levered Beta – Un-levered Beta (Simple Problems).

**Unit-III**

Corporate Acquisitions – **Types of Acquisitions** – Mergers – Reasons – Merits and Demerits – Exchange Ratio – **Dilution and Accretion of Earnings** – Evaluation of Mergers and Takeovers – Consolidated Balance Sheet (Simple Problems).

**Unit-IV**

Corporate Valuation – Approaches – **Estimating Equity Free Cash Flows** – Valuation based on EFCF – DCF – (Simple Problems) Value Based management – **Economic Value-Added Approach.**

**Unit-V**

Corporate Restructuring and Re-engineering Changing Ownership – Spin-off – Split-off – **Leveraged Buyout** – Financial Restructuring – **Buy Back of Shares** – Problems in Implementing Corporate Restructuring Policies – (Theory only).

**Suggested Readings:**

1. Prasanna Chandra–Financial Management, Tata Mc Grawhill BookCo.Ltd.4<sup>th</sup>Edn.
2. AswathDamodaran–CorporateFinanceWileyIndia2<sup>nd</sup>Edn.
3. ShridanTitman,John D Martin,V.Ravi Anushuman–Valuation Analyzing Global Opportunities, Pearson Education 1<sup>st</sup> Edn.
4. J.FredWeston, Kwang SCHung,Susan E.Hoag Mergers–
5. Restructuring and Corporate Control, Prentice Hall,India, 2007.
6. GlenArnold, Mohan Kumar–CorporateFinancialManagement,3<sup>rd</sup>Edn.Pearson Education.
7. Jonathan Berk Peter DeMarzo – Financial Management Pearson Education, 1<sup>st</sup> End. 2007.
8. R.Srivastava–Financial Management and Policy, Himalaya Publishing House,4<sup>th</sup>Edn.2009.