

of Technology, Management & Research **Autonomous Institute**

Affiliated to R. T. M. Nagpur University

DEPARTMENT OF MANAGEMENT

"To become a premier business school recognized for its academic excellence, industrial exposure and research that leads to the creation of managers and entrepreneurs equipped to face the challenges of the emerging global world"

SEMESTER - II

Course		Hours / Week		Maxim	um Marks	ESE			
Course Code	Course Title		vv eer	<u>`</u>	Credits	Continual	End Sem.	Total	Duration
		L	T	P		Evaluation	Exam	Total	(Hrs.)
MBC201	Cost and Management Accounting	4	-	-	4	40	60	100	3

Sr. No.	Course Objective
1	To understand the importance and applications of cost and management accounting.
2	To understand and apply the various tools and techniques available in cost and management accounting.
3	To evaluate data and analyze reports that can be used by managers for decision making.

	Course Outcomes						
After	After successful completion of this course the student will be able to:						
CO1	CO1 Apply: Apply the knowledge of cost and management accounting in solving business problems.						
CO2	CO2 Create: Prepare the cost sheet and quotations for various business proposals.						
CO3	CO3 Analyze: Calculate Break-even point for decisions making to solve business problems.						
CO4	CO4 Analyze: Classify and calculate the cost for different types of industries.						
CO5	Create: Anticipate and prepare various kinds of budget in an organization.						
CO6	Apply: Compute the different kinds of variance for effective decision-making.						

SYLLABUS

UNIT-I: Conceptual framework of Cost & Management Accounting

Basic Concepts, Objectives, Importance and Advantages of Cost & Management Accounting.

UNIT-II: Unit & Output Costing

Preparation of Cost Sheet and Tender/Quotations.

UNIT-III: Marginal Costing and Decision Making

Introduction, Application of Marginal costing, Break-even-analysis: Application of BEP for various Business problems.

UNIT- IV: Operating Costing

Concept of operating Costing, Transport costing, Canteen, Hospital and hotels costing.



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UNIT-V: Budgeting and Budgetary Control

Concept of Budgeting and Budgetary Control, Preparation of Cash Budget, Flexible Budget.

UNIT-VI: Standard Costing & Variance Analysis

Introduction, Meaning and limitations of Standard Costing. Variance Analysis: Material Variance –Direct labour Variance and labour Cost Variance.

Text Books Recommended

- 1. Management Accounting (10th Edition), M. N. Arora, Vikas Publication.
- 2. Cost Accounting Principles and Practices (1st Edition), Jain & Narang, PHI

- 1. Financial, Cost and Management Accounting (2nd Edition), Dr. P. Periasamy, HPH
- 2. Management Control System (1st edition), Shekhar, TMH.
- 3. Management Accounting Principles& Practice (1st edition), Sharma R. K. & Gupta S. K., Himalaya Publishing House.



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Course Course Title		Hours / Week			Credits	Maximum Marks			ESE
Code	Course Title	L	Т	P	Credits	Continual Evaluation	End Sem. Exam	Total	Duration (Hrs.)
MBC202	Strategic Management	3	-	-	3	40	60	100	3

Sr. No.	Course Objective
1	To understand the importance of strategic management framework and its application for making business system sustainable.
2	To acquire in depth knowledge and application of business models.
3	To impart knowledge of various level strategies and its timely selection & usage.

	Course Outcomes						
After	After successful completion of this course the student will be able to:						
CO1	Apply: To develop the fundamentals of strategic management concept and framework.						
CO2	Analyze: To analyze and develop the vision and mission statement for an organizations.						
CO3	Analyze: To differentiate between the external and internal components of the environment while						
COS	performing SWOT analysis.						
CO4	Evaluate: To compare and choose the various types of strategies.						
CO5	Create: To develop the implementation plans for the strategy.						
CO ₆	Evaluate: To evaluate the control mechanism for strategies in an organization.						

SYLLABUS

UNIT-I: Introduction to Strategic Management

Meaning and Nature of Strategic Management, Importance and relevance, Characteristics of Strategic Management, strategic Management Process.,

UNIT-II: Strategy Formulation

Developing Strategic Vision and Mission for a Company, Setting Objectives, strategic Objectives and Financial Objectives, balanced Scorecard, company Goals and Company Philosophy, hierarchy of Strategic Intent, merging the Strategic Vision, Objectives and Strategy into a Strategic Plan.

UNIT-III: Environmental Scanning

Analyzing a Company's External Environment – The Strategically relevant components of a Company's External Environment – Industry Analysis – Industry Analysis – Porter's dominant economic features – Competitive Environment Analysis – Porter's Five Forces model – Industry diving forces – Key Success Factors – RBV, analyzing a company's resources and competitive position, analysis of a Company's



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present strategies, SWOT analysis, Value Chain Analysis, benchmarking.

UNIT-IV: Types of Strategies

Generic Competitive Strategies, Low-cost provider Strategy, differentiation Strategy, best cost provider Strategy, Focused Strategy, Strategic Alliances and Collaborative Partnerships mergers and acquisition Strategies, outsourcing Strategies, planning for large and diversified companies – brief overview of Innovation, integration, Diversification, Turnaround Strategies - GE nine cell planning grid and BCG matrix. International Business level Strategies.

UNIT-V: Strategy Implementation

Operational strategy, Annual Objectives, Developing Functional Strategies, Developing and communicating concise policies, institutionalizing the strategy.

UNIT-VI: Strategic Control

Establishing Strategic Controls, Leadership and Culture, Ethical Process and Corporate Social Responsibility, Strategic Control, guiding and evaluating strategies, operational Control Systems, monitoring performance and evaluating deviations, challenges of Strategy Implementation.

Text Books Recommended

- 1. Strategic Management: An Integrated Approach (2nd Edition), Charles W.L. Hill, Gareth R. Jones, Cengage Learning.
- 2. Strategic Management: Concepts and cases (1st Edition), David R, PHI.

- 1. Competitive advantage, (1st Edition), Michael Porter, Free Press NY.
- 2. Business Environment for Strategic Management, (1st Edition), Ashwathappa, HPH.



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Course			Hours /			Maxim	ESE		
Code	Course Title	Week			Credits	Continual	End Sem.	Total	Duration
		L	T	P		Evaluation	Exam		(Hrs.)
MBC203	Entrepreneurial Development	3	1	-	3	40	60	100	3

Sr. No.	Course Objective
1	To understand the concept of entrepreneurship development.
2	To acquire in depth knowledge of technical & non-technical know-how necessary for entrepreneurship.
3	To impart knowledge of institutional support available to the entrepreneurs.

	Course Outcomes							
After	After successful completion of this course the student will be able to:							
CO1	Apply: Apply the basic entrepreneurial skills and knowledge to run a business efficiently and effectively.							
CO ₂	Create: Develop a suitable business plan comprising of various appraisals.							
CO3	Analyze: Appraise the role and importance of SMEs in the field of entrepreneurship.							
CO4	Analyze: Analyze the role of various institutions supporting entrepreneurs.							
CO5	Apply: Examine the role of venture capital in supporting entrepreneurial ventures.							
CO6	Create: Develop strategic plan for emerging ventures.							

SYLLABUS

UNIT-I: Introduction

Meaning, Definition and its importance, Evolution of the concept: Functions of entrepreneur, types of entrepreneur, Concept of Entrepreneurship- evolution of entrepreneurship: Development of Entrepreneurship; the entrepreneurial cultures, Stages of Entrepreneurial process, Entrepreneurship in India and Intrapreneur, Women Entrepreneur and SHG's.

UNIT-II: Business Plan

Idea generation—sources and methods, Identification and classification of ideas. Environmental Scanning and SWOT analysis Preparation of project plan, Components of an ideal business plan — market plan, financial plan, operational plan, and HR plan. Project formulation —project report significance and contents, Project appraisal —Aspects and methods: Economic oriented appraisal, financial appraisal, Market oriented appraisal-Technological feasibility, Managerial Competency, Business Set up, concept of Creativity and Innovation.



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UNIT-III: SME's

Meaning and definition (evolution), Role and importance, Policies governing SMEs, Organizational structure, Steps in setting up a small unit, Small industry financing developing countries, a brief overview of financial institutions in India.

UNIT-IV: Institutions Supporting Entrepreneurs

Financial institutions in India- Central and State level Institutions, SIDBI, NABARD, IDBI, SIDCO, Indian institute of entrepreneurship, DIC, Single Window and Industrial Policy of Government of India.

UNIT-V: Venture Capital

Meaning of Venture capital and informal risk capital market, nature and overview of venture capital, venture capital process, The nature and importance of international business of the firm, international versus domestic entrepreneurship, entrepreneurship entry levels into international Business.

UNIT-VI: Strategic Planning for Emerging Ventures

The nature of planning in emerging firms – Strategic planning & its value- Entry Wedge- Resource based strategies –First mover advantage –Isolating Mechanism- Industry stages and strategy.

Text Books Recommended

- 1. Entrepreneurship (1st Edition), Robert D Hisrich, Tata McGraw-Hill.
- 2. Entrepreneurship A Contemporary Approach (1st Edition), Kuratko, Thomson Learning Books.

- 1. Entrepreneurship development; Small Business Enterprise (1st Edition), Poornima Charantimath, Pearson Education.
- 2. Business Gurus speaks, Chary, Macmillan



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SEMESTER - II

Course		Hours /			Maxim	um Marks	ESE		
Course	Course Title	Week		Credits	Continual	End Sem.	Total	Duration	
0040		L	T	P		Evaluation	Exam	Total	(Hrs.)
MBC204	Operation Management	4	-	-	4	40	60	100	3

Sr. No.	Course Objective
1	To understand the concepts and need of operation management.
2	To understand the basic business and operations strategies for increased productivity and
	competitiveness.
3	To design quality management strategies, techniques and tools for improved customer satisfaction.
4	To gain knowledge of inventory management system.

	Course Outcomes
After	successful completion of this course the student will be able to:
CO1	Apply: Apply the basic knowledge of operations management in manufacturing and service sector.
CO2	Create: To plan production schedules and resources required for production.
CO3	Apply: To determine and utilize material handling equipment and implement industrial safety rules.
CO4	Analyze: To analyze the material requirement useful for purchase and stores decisions.
CO5	Analyze: To analyze the concepts of inventory management best suited for an organization.
CO6	Apply: To examine tools for increasing the productivity and apply basic industrial engineering study on men and machines.

SYLLABUS

Unit I: Introduction of Operations Management

Concept of Operations Management, Difference between Manufacturing & Services, Capacity and equipment selection decisions. Types of Production, Plant Location Factors, Types of Manufacturing & Service Layouts.

Unit II: Production Planning and Control

Concept of Production Planning and Control, Planning Premise, Make to Stock, Make to Order and Assemble to Order, Process Planning, MPS (Master Production Schedule), MRP (Material Requirement Planning), MRP II, Material Handling.

Unit III: Maintenance Management

Types of Maintenance, Maintenance Costs, OEE (Overall Equipment Efficiency), Material handling – principles, types of MHE (Material Handling Equipment), Industrial Safety, Ergonomics.



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Unit IV: Materials Management

Purchase management, Stores management, Vendor Selection, (Practical Problems of Vendor Selection).

Unit V: Inventory Management

Inventory Management, Inventory Costs, Inventory management tools, Concept of EOQ (Practical Problems of EOQ).

Unit VI: Industrial Engineering

Concepts of productivity, tools of increasing productivity, Labor and machine productivity. Introduction to work-study, work measurement, method study, motion study and time study.

Text Books Recommended

- 1. Operations Management (3rd Edition), B Mahadevan, Pearson Publications.
- 2. Production and Operations Management (2nd Edition), S. Anil Kumar, N.Suresh, New Age International Publishers.

- 1. Production and Materials Management (2nd Edition), K. Shridhara Bhat, Himalalaya Publishing House.
- 2. Production and Operations Management (3rd Edition), K. Aswathappa and K Shridhar Bhatt, Himalaya Publishing House.



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SEMESTER - II

Course			lours			Maxim	ESE		
Code	Course Title	`			Credits	Continual	End Sem.	Total	Duration
		L	T	P		Evaluation	Exam	20002	(Hrs.)
MBC205	Research Methodology	3	-	1	3	40	60	100	3

Sr. No.	Course Objective
1	Summarize the literature review and formulate the business problem/opportunity
1	clearly.
2	Develop an appropriate research design for a research project.
3	Design scientific instrument for collecting data.
4	Apply appropriate statistical analytical tools and communicate the findings.

	Course Outcomes
After	successful completion of this course the student will be able to:
CO1	Create: Formulate research process and prepare a research proposal.
CO2	Evaluate: Assess the literature review and choose the research variables for problem identification.
CO3	Create: Create research design and execute data collection.
CO4	Apply: Apply right sampling techniques for data collection.
CO5	Analyze: Analyze the collected data and focus on report writing.
CO6	Evaluate: Summarize the data in the form of conclusion and justify the appropriate research
CO0	methodology convention.

SYLLABUS

UNIT-I: Introduction to Business Research and Research Process

Concept definition of business research and its applications into business, Significance of research into business, Research process and research proposal.

UNIT-II: Literature Review and Research Problem Identification

Process of literature review, Design of research problem or opportunity, Identification of research variables, Designing research objectives and hypothesis.

UNIT-III: Research Design, Instrument Selection and Data Collection

Types of research designs with instruments, Business applications of various research designs, Types of data and data collection sources, Measurement and scaling.

UNIT- IV: Sampling and Field Work

Sampling considerations, Questionnaire design and coding, Overview of SPSS.



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UNIT-V: Data Analysis and Report Preparation

Overview of basic statistical techniques of data analysis and SPSS overview, Overview of Bi-variate and Multi-Variate data analysis techniques, Research writing.

UNIT-VI: Conclusion and Research Methodology Convention

Conclusions, recommendation, important convention of research methodology.

Text Books Recommended

- 1. Research Methods for Business: A Skill Building Approach (1st Edition), Sekaran, U., Bougie, R., Wiley.
- 2. Research Methodology: Concepts and Cases of Research (2nd Edition), Chawla, D., and Sondhi, N., S. Chand & Co.

- 1. Business Research Methods (4th Edition), Mishra, P., Oxford University Press.
- 2. Research Methodology-Logic, Methods and Cases (2nd Edition), Phanse, S., Oxford University Press.



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SEMESTER - II

C		Hours /				Maxim	ım Marks	ESE	
Course Course Title	Week			Credits	Continual	End	T-4-1	Duration	
		L	T	P		Evaluation	Sem. Exam	Total	(Hrs.)
MBC206	Financial Management II	4	-	-	4	40	60	100	3

Sr. No.	Course Objective
1	The course aims to make students apply and evaluate the various financial techniques for managerial effectiveness.
2	The course aims to equip students to analyze financial statements and project cash flow estimation.

	Course Outcomes							
After	After successful completion of this course the student will be able to:							
CO1	CO1 Analyze: Analyze the various types of capital structure theories.							
CO2	Apply: Calculate the cost of various types of capital.							
CO3	Apply: Calculate and interpret the various types of leverages.							
CO4	Evaluate: Evaluate the leasing options and distinguish between hire purchase and leasing.							
CO5	Create: Prepare the financial statements of an organization.							
CO6	Create: Develop a project report for appraisal by the financial institutions.							

SYLLABUS

UNIT - I: Capital Structure

Meaning of capital structure, features of appropriate capital structure, factors determining capital structure, capital structure theories: Net Income approach, Net Operating Income Approach, Traditional Approach, Modigliani-Miller (M-M) approach.

UNIT- II: Cost of Capital

Meaning and components of cost of capital, cost of debt, cost of preference share, cost of equity share, weighted average cost of capital.

UNIT-III: Leverages

Leverage analysis, meaning and classification of risk, meaning and classification of leverage, numerical on leverages.

UNIT- IV: Lease Financing

Basic terms relating to lease, classification of lease, advantages and disadvantages of leasing, difference between hire purchase and leasing, numerical on lease financing.



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UNIT - V: Financial Statement Analysis

Meaning and objectives of financial statements, qualitative characteristics of financial statements, limitations of financial statements, financial statement analysis and its types, numerical on common size statements.

UNIT - VI: Project Cash Flow Estimation

Project report and its contents, aspects of project appraisal by financial institutions, cost of project and means of finance.

Text Books Recommended

- 1. Financial Management Theory and Practice (1st Edition), Dr. P, C, Tulsian & CA Bharat Tulsian, S. Chand.
- 2. Financial Management (2nd Edition), Ravi M. Kishore, Taxmann.

- 1. Financial Management (8th Edition), M. Y. Khan & P. K. Jain, Tata McGraw Hill.
- 2. Financial Management (1st Edition), I. M. Pandey, Vikas Publication.



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SEMESTER - II

Course	Course Title	Hours / Week				Maxim	Maximum Marks			
Course Code					Credits	Continual	End	m 4 1	Duration	
		L	T	P		Evaluation	Sem. Exam	Total	(Hrs.)	
MBC207	Human Resource Management II	3	-	-	3	40	60	100	3	

Sr. No.	Course Objective
1	To analyze the various functions and processes of human resource management.
2	To appraise the role, functions and functioning of human resource department of the organizations.
3	To develop an understanding of applying various legal aspects in the HR domain.

	Course Outcomes
After	successful completion of this course the student will be able to:
CO1	Evaluate: Appraise the various sources of recruitment and methods of selection in an organization.
CO2	Apply: Articulate the various strategies for career development of an employee.
CO3	Analyze: Analyze the need for training and evaluate the applicability of various training techniques.
CO4	Evaluate: Assess the performance appraisal process and justify the utility of various modern and traditional methods of performance appraisal.
CO5	Analyze: Appraise the methods of compensation management and correlate between compensation and performance.
CO6	Analyze: Infer industrial relations and their significance for industrial productivity.

SYLLABUS

UNIT-I: Recruitment & Selection

Factors Affecting Recruitment; Sources of Recruitment; Selection Process, Methods of selection-Interviews, Tests; Induction Program; Problems in Induction.

UNIT-II: Internal Mobility and Career Development

Internal Mobility, Transfer, Promotion, Demotion, Employee Separation, Downsizing & Outplacement, Retention strategies, Career and Succession Planning.



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UNIT-III: Training & Development

Introduction of Training; Objectives and Importance of Training; Training Process, Training Needs Identification. Types and Techniques of Training and Development; Evaluation of Training, Management/Executive Development Programs-Need and Importance & Objectives.

UNIT-IV: Performance Appraisal

Basic Concepts, Objectives, process and methods of Performance Appraisal, Performance Vs Potential Appraisal, Types of employee appraisal systems, Errors during Appraisal.

UNIT-V: Compensation Management

Introduction, Nature and Objective of Compensation Planning, Components of salary, incentives, bonus, ESOPs, Fringe Benefits, Wage & Salary administration, Factors influencing compensation levels, Wage policy in India.

UNIT-VI: Industrial Relations

Meaning and importance of industrial relations, Trade unions, Collective bargaining and Workers' participation in management.

Text Books Recommended

- 1. Human Resource and Personnel Management –Text and cases (1st Edition), K. Aswathappa, McGraw-Hill Publishing
- 2. Human Resource Management (2nd Edition), Dr. S S Khanka, S. Chand Publication.
- 3. Organizational Behavior (18th Edition), Stephen Robbins; Timothy Judge, Seema Sanghi, Pearson Prentice Hall Publication.

- 1. Organizational Behaviour (1st Edition), P. Subba Rao, Himalaya Publishing House.
- 2. Human Resource Management (2nd Edition), L. R. Wayne Mondy, Robert M., Noe, Pearson Education.
- 3. Organizational Behavior Text Cases and Games (1st Edition), K. Aswathappa, Himalaya Publishing House Pvt. Ltd.



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SEMESTER - II

Course	rse		urs/v	veek		Maximum Marks			ESE
Code	Course Title	L	Т	P	Credits	Continual Evaluation	End Sem. Exam	Total	Duration (Hrs.)
MBC208	Marketing Management II	3	-	-	3	40	60	100	3

Sr. No.	Course Objective
1	To facilitate in developing the analytical, research and strategy formulation for future marketers.
2	To analyze the strategies used by marketing managers in decision making situations.
3	To infer about the business-to-business market.

	Course Outcomes							
After s	After successful completion of this course the student will be able to:							
CO1	Analyze: To analyze buying behaviour of the consumer.							
CO2	Create: To plan and develop marketing research process.							
CO3	Analyze: To analyze business markets and identify marketing opportunities in them.							
CO4	Create: To identify and design marketing strategy against the competitor.							
CO5	Create To design a new product development process.							
CO6	Evaluate: To assess the possibility of expanding in the global market.							

SYLLABUS

UNIT-I: Consumer Behaviour

Consumer behavior; Characteristics affecting consumer behavior: cultural factors, social factors, personal factors, psychological factors; Consumer buying decision process.

Unit II: Marketing Research

Meaning and scope of marketing research; Marketing research process, Measuring Marketing Productivity, Measures of Marketing Demands.

Unit III: Analyzing Business Markets

Organizational Buying: Characteristics, Buying Situations, Systems Buying and Selling; Business Buying Process- Participants, Process, Stages in the Buying Process; Managing B2B Customer Relationships.



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Unit IV: Dealing with Competition

Michael Porter Five Competitive Forces Model; Attractiveness of a Product Category and Market Segments; Dealing with Competition: Identify, Analyze, Select- Competition & Customer, Frame Competitive Strategies- Market Leader, Market Challenger, Market Follower, Niche Market.

Unit V Introducing New Market Offerings

Categories of New Products, Challenges in new product development, New Product Development Process, Consumer Adoption Process-Stages, Factors influencing process, Consumer Adopter Groups.

Unit VI: Tapping into Global Markets

Competing on a Global Basis- Deciding whether to go abroad, deciding which market to enter, deciding how to enter the market, deciding on marketing program, deciding on the marketing organization.

Text Books Recommended

- 1. Marketing Management A South Asian Perspective (13th Edition), by Philip Kotler, Kevin Lane Keller, Pearson Education
- 2. Principles of Marketing (1st Edition), Philip Kotler, Gary Armstrong, Prafulla Agnihotri and Ehsan-Ul-Haq, Pearson Education

- 1. Marketing Management (1st Edition), Rajan Saxena, McGraw Hill Education
- 2. Marketing Management- Indian Context with Global Perspective (5th Edition), V S Ramaswamy & S Namakumari, Mc Graw Hill India.
- 3. Marketing Management (4th Edition), Saxena Rajan, Tata Mc Graw Hill.



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Course Code	Course Title					Maximum Marks			ESE
		L	Т	P	Credits	Continual Evaluation	End Sem. Exam	Total	Duration (Hrs.)
MBA201	Employability Skill Enhancement II	3	-	-	-	50	-	50	-

Sr. No.	Course Objective							
1	To equip students with the knowledge of current affairs with specific focus on business.							
2	To familiarize students with the business updates on significant developments in the corporate							
2	world.							
2	To enhance students all-rounded awareness and knowledge about relevant skills such as personal							
3	development, business etiquette and grooming.							
4	To make students participate and interact in group discussions and stimulated interview							
	environment during the training session and preparing them for placement process.							

Course Outcomes								
After successful completion of this course the student will be able to:								
CO1	Analyze: Critically analyze business news in an inquisitive manner and dissect its further							
	repercussions.							
CO ₂	Apply: Discuss and effectively illustrate the contemporary business-related issues.							
CO ₃	Create: Compile and construct own CV essential for recruitment.							
CO4	Create: Developing the skills for clearing Group Discussions during placement process.							
CO5	Analyze: Properly plan and organize oneself for an interview.							
CO6	Create: Developing the skills of getting selected in a placement interview.							

SYLLABUS

UNIT-I: News Analysis

Reading & Analyzation of the business-related news from 'The Economic Times' Newspaper.

Unit II: Knowledge Presentations

Discussion and presentation on latest topics of Business, Industry, Economics & Technology.

Unit III: Creating a winning CV

Designing an Impressive CV, Defining the objective, Customizing the CV for each job, Identifying and Highlighting the right set of strengths, Presentation of academic and professional achievements, Formatting Styles, Do's and Don'ts and common mistakes.



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Unit IV: Group Discussions

Difference between Discussion & Argument; Observing, Reflecting and designing responses within a group, Art of being assertive and persuasive, Body Language and posture during GD, Common Do's and Don'ts, Mock GD Practice and Exercise.

Unit V: Preparing for an Interview

Attire and Etiquette: Greetings, posture, handshakes, manners and actions, Common Interview blunders, Frequently asked questions for Freshers and Experienced.

Unit VI: Interviews

Do's and Don'ts before an Interview, Common formats of Company Interview assessments, what to speak? Latest developments about the specific sector for last 5 years, Mock Personal Interviews.

References

- 1. The Economic Times Newspaper
- 2. The Wire- YouTube News Channel
- 3. Business Standard Magazine