

# Mewar University

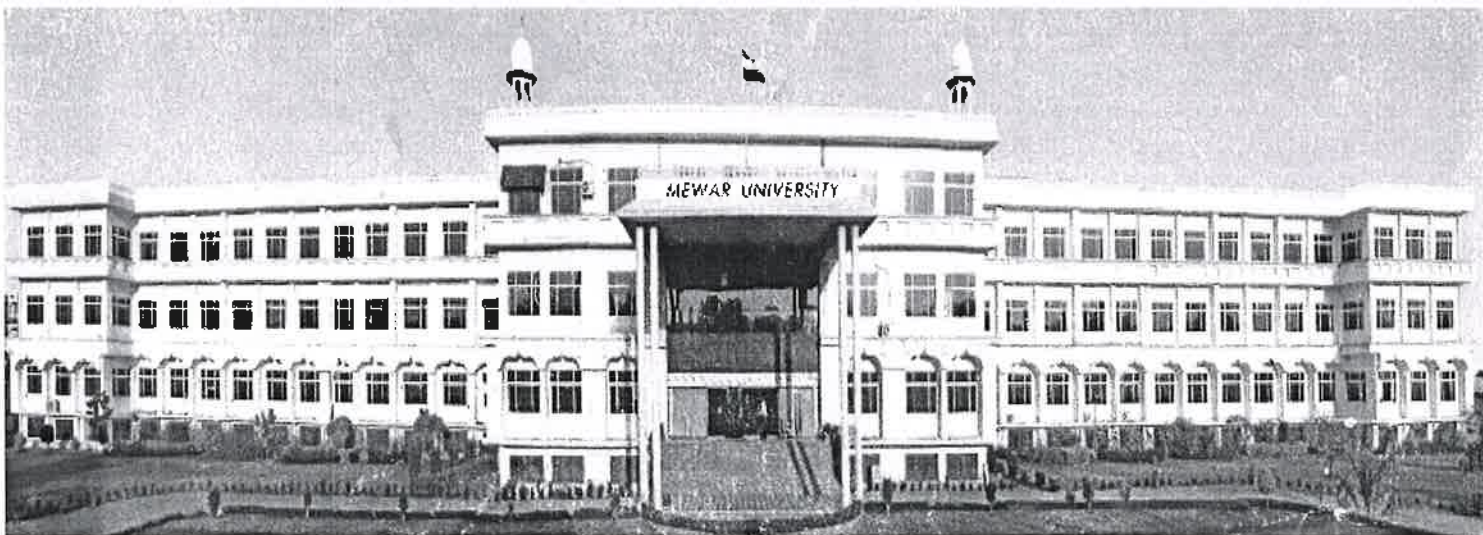
Gangrar, Chittorgarh, (Raj.)



## Program Project Report

## “Master of Business Administration”

## MBA (Marketing Management)



  
Registrar  
Mewar University  
Gangrar, Chittorgarh

Director   
Centre For Distance and Online Education  
Mewar University, Gangrar, Chittorgarh (Raj.)

## Program Project Report: "Master of Business Administration" (MBA- Marketing)

### Introduction

Masters of Business Administration – generally abbreviated as MBA(Marketing) is a highly valued post graduate degree designed specifically while keeping in mind to focus the essential skills required for careers in businesses, establishing ventures, imbibing entrepreneurial skills and managing organizations across globe. With the help of this program, the University teachers and real time projects in close alignment with holistic learning approach help the students to define their hidden personality traits and develops managerial style that transforms students in to a variety of strategic thinkers, future leaders, economists and entrepreneurs.

The students are motivated to expand and swim in vast networking opportunities provided during the tenure of the course that further enhances their own prospects. This program helps students to become a change agent, ready to tackle a range of business issues and develop innovative solutions for the benefit of their own career.

### Program's Mission and Objectives

#### Mission

To develop reached and unreached students into a new generation of leaders through updated quality education and carrier assistance by open and distance learning.

#### Objectives

The MBA(Marketing) program of Mewar University is designed after acknowledging essential quality inputs received from Students, Alumni, Parents, Academicians/Teachers and also in accorporating the contribution of Industries' demands which enable a learner to get out of their comfort zones and make them understand how to deal with the latest domestic and international business issues. The Program uses latest management techniques to solve/rectify strategic problems effectively and efficiently. The MBA programme will help students in acquiring specialized knowledge for quality business management practice in globalized India.

#### (a). Relevance of the Program with HEI's Mission and Goals:

The vision and Mission of HEIs of Mewar University, Rajasthan are:

##### Vision:

- To achieve global recognition by fostering thought leadership cultivating innovative solutions and nurturing responsible business leaders through adaptable, values driven management education anchored in impactful research.

##### Mission:

- **Inculcating Skills:** To inculcating managerial and entrepreneurial skills with a zeal to attain excellence in business administration.
- **Motivating to gain professional Competence:** To motivate students gain professional competence through constant knowledge update, empathetic leadership qualities and fostering strategic relationships with the industry and practitioners.
- **Cultivating Values:** To Cultivate personal integrity, ethical consciousness, care for environment and society among future managers.

MBA(Marketing) Program of the University strives to realize its Vision and Mission by rectifying student centric issue on priority and also to empower local community with the help of various social club running in University like NSS, NCC Rover rangers and Alumni Association. University Promote

multidisciplinary and Allied Research in various fields that supports and harnesses joyful learning environment. The goal of OL program provides educational facility to all qualified and willing persons who are unable to join regular courses due to personal and professional reasons. They are many potential learners who cannot afford to join regular courses due to professional responsibilities and personal commitment. For Such cases Online learning can be helpful to increase knowledge base and enhance Skills.

The Program aim to provide alternative path to wider potential learner who are in need of Refresher Courses to enhance skills. This is highly relevant to the HEI's mission and goals as it aims to provide quality education to the potential learner.

**(b). Nature of Prospective Target Group of Learners:**

Online education at Mewar University shall targets the working professional's executives as well as those who cannot attend a full-time program due to constraints. Mewar University shall target Population of those who are living in remote areas where higher education institutes are not easily accessible. The candidates desire to take admission in MBA program shall have to meet the eligibility norms as follows-

1. To obtain admission in MBA(Marketing) program offered through OL mode. The learner must have complete BBA in any Stream.
2. The learner must have scored a minimum 50% marks aggregately at bachelor level.

The OL – MBA(Marketing) Program offered by Mewar University equips the student with the standard requirements of business. This program imparts fundamentals Accounting, Marketing, Planning, Monitoring, Operations, Finance, HR and sales of a business process. An MBA degree is the gateway for a student in the corporate world. The curriculum of MBA is designed in such a way that it helps the students to become not only more employable but also encourage them to become entrepreneurs.

**(c). Appropriateness of the Program for Acquiring Specific Skills and Competence-**

The university has to identify following program outcomes and program specific outcome as acquisition of specific skills and competency for MBA(Marketing) program.

**Programme Outcomes (POs) for MBA(Marketing)**

- (a) **PO-1 Generic and Domain Knowledge -** Articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues
- (b) **PO-2 Strategic Thinking:** Analyze complex business problems, identify opportunities, and develop and implement effective strategies to achieve business objectives.
- (c) **PO-3 Financial Management:** Apply the financial concepts to make informed business decisions.
- (d). **PO-4 Global Business:** Apply comprehensive understanding of global business trends and be able to navigate the complexities of conducting business in a global marketplace.
- (e). **PO5: The manager and society:** Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal and cultural issues and the consequent responsibilities relevant to the professional Managers.
- (f). **PO6: Environment and sustainability:** Understand the impact of the professional managerial solutions in societal and environmental contexts, and demonstrate the knowledge of, and need for sustainable development.
- (g). **PO7: Ethics:** Apply ethical principles and commit to professional ethics and responsibilities and norms of the engineering practice.
- (h). **PO8: Individual and team work:** Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.
- (i). **PO9: Life-long learning:** Recognize the need for, and have the preparation and ability to engage in

independent and life-long learning in the broadest context of technological change.

### Programme Specific Outcomes (PSOs) for MBA(Marketing)

- (a) **PSO-1 Apply marketing concepts and theories:** Graduates of the MBA in Marketing program should be able to apply fundamental marketing concepts and theories to analyze business problems, identify market opportunities, and develop marketing strategies.
- (b) **PSO-2 Financial Reporting and Compliance:** Graduates should be able to understand and comply with accounting principles and financial reporting requirements, including GAAP and SEC regulations.
- (c) **PSO-3 Training and Development:** Graduates should be able to design and deliver training programs that enhance employee skills and knowledge, and contribute to the overall success of the organization.

### (j). Instructional Delivery Mechanism:

Curriculum Design: The curriculum is designed by a committee comprising experts from the parent department of the Mewar University and industry experts, keeping in view the needs of the diverse groups of learners. The delivery will be compactly bonded with digital learning technologies for world class learning.

- i. **Curriculum Design:** The curriculum is designed by a committee comprising experts from the parent department of the Mewar University and Industry experts, keeping in view the needs of the diverse groups of learners.
- ii. **Detailed Syllabus:** As per the Under graduate course offered in the regular mode by Mewar University.
- iii. **Duration of the Program:** Minimum 2 years. Nevertheless, the students would have to complete the program as per UGC guidelines.
- iv. **Student Support Service:** Our library and additional obtainable amenities for education in distance mode shall be made available to MBA learners also. Further, in order to successfully execute the program, a wide range of support services are provided to the Open and distance learners. The various support services are as follows:
  - (a) **State of the Art Library:** Our library and additional obtainable amenities for education in distance mode shall be made available to MBA learners also. Along with this, students will be provided with quality Self Learning Material (SLM) (Printed & Soft Copy).
  - (b) **Learning Management System (L.M.S.):** Mewar University has a dedicated dynamic LMS for students where they can get all the information regarding its study material, program, upcoming
  - (c) **Faculty:** 1 Full-time Professor, 1 Associate Professor & 2 Assistant Professors.
- v. **Media:** Print, Audio/Video, Online & Student Support System.
- vi. **Credits Mapping:**

  
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Centre For Distance and Online Education  
Mewar University, Gangrar, Chittorgarh (Raj.)

  
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Mewar University  
Gangrar, Chittorgarh

**Evaluation Scheme:**

The program is divided into four semesters to get MBA degree through OL mode from Mewar University. Minimum time period for acquiring MBA degree will be two years and maximum time (extended) period is four years. Students can select one elective.

| <b>MBA(Marketing) - 1st Semester</b> |  |             |                                 |                     |                                  |             |
|--------------------------------------|--|-------------|---------------------------------|---------------------|----------------------------------|-------------|
| Sr. No                               | Course Title                           | Credit Hour | Internal Assessment/ Evaluation |                     | External Examination/ Viva- Voce | Total Marks |
|                                      |  |             | Mid Term                        | Teachers Evaluation |                                  |             |
| 1                                    | Principles and Practices of Management | 3           | 15                              | 15                  | 70                               | 100         |
| 2                                    | Managerial Economics                   | 3           | 15                              | 15                  | 70                               | 100         |
| 3                                    | Accounting and Financial Analysis      | 3           | 15                              | 15                  | 70                               | 100         |
| 4                                    | Financial Management                   | 3           | 15                              | 15                  | 70                               | 100         |
| 5                                    | Human Resource Management              | 3           | 15                              | 15                  | 70                               | 100         |
| 6                                    | Marketing Management                   | 3           | 15                              | 15                  | 70                               | 100         |
| 7                                    | Computer Application in Management     | 3           | 15                              | 15                  | 70                               | 100         |
| <b>Total</b>                         |  | <b>21</b>   |                                 |                     |                                  | <b>700</b>  |

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**MBA(Marketing) - 2nd Semester**

| Sr. No               | Course Title                         | Credit Hour | Internal Assessment/ Evaluation |                     | External Examination/ Viva- Voce | Total Marks |
|----------------------|--------------------------------------|-------------|---------------------------------|---------------------|----------------------------------|-------------|
|                      |                                      |             | Mid Term                        | Teachers Evaluation |                                  |             |
| <b>Core Subjects</b> |                                      |             |                                 |                     |                                  |             |
| 1                    | Research Methodology                 | 3           | 15                              | 15                  | 70                               | 100         |
| 2                    | Organizational Behaviour             | 3           | 15                              | 15                  | 70                               | 100         |
| 3                    | Strategic Management                 | 3           | 15                              | 15                  | 70                               | 100         |
| 4                    | Management Accounting                | 3           | 15                              | 15                  | 70                               | 100         |
| 5                    | Business Law                         | 3           | 15                              | 15                  | 70                               | 100         |
| 6                    | Marketing of Services                | 3           | 15                              | 15                  | 70                               | 100         |
| 7                    | Marketing Research                   | 3           | 15                              | 15                  | 70                               | 100         |
| 8                    | Advertising and Promotion Management | 3           | 15                              | 15                  | 70                               | 100         |
| <b>Total</b>         |                                      | <b>24</b>   |                                 |                     |                                  | <b>800</b>  |

  
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**MBA(Marketing) – 3rd Semester**

| Sr. No               | Course Title                            | Credit Hour | Internal Assessment/ Evaluation |                     | External Examination/ Viva- Voce | Total Marks |
|----------------------|---|-------------|---------------------------------|---------------------|----------------------------------|-------------|
|                      |   |             | Mid Term                        | Teachers Evaluation |                                  |             |
| <b>Core Subjects</b> |   |             |                                 |                     |                                  |             |
| 1                    | Operation Research                      | 3           | 15                              | 15                  | 70                               | 100         |
| 2                    | Management Information System           | 3           | 15                              | 15                  | 70                               | 100         |
| 3                    | Entrepreneurship Development            | 3           | 15                              | 15                  | 70                               | 100         |
| 4                    | Project Management                      | 3           | 15                              | 15                  | 70                               | 100         |
| 5                    | Corporate Governance, Values and Ethics | 3           | 15                              | 15                  | 70                               | 100         |
| 6                    | Sales and Distribution Management       | 3           | 15                              | 15                  | 70                               | 100         |
| 7                    | Retail Management                       | 3           | 15                              | 15                  | 70                               | 100         |

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|              |  |           |    |    |    |            |
|--------------|--|-----------|----|----|----|------------|
| 8            | Green Marketing and Sustainable Business Practices | 3         | 15 | 15 | 70 | 100        |
| 9            | Summer Project                                     | 4         | 0  | 30 | 70 | 100        |
| <b>Total</b> |  | <b>28</b> |    |    |    | <b>900</b> |

**MBA(Marketing) – 4th Semester**

| Sr. No       | Course Title                                    | Credit Hour | Internal Assessment/Evaluation |                                | External Examination/<br>Viva Voce | Total Marks |
|--------------|---|-------------|--------------------------------|--------------------------------|------------------------------------|-------------|
|              |   |             | End Term Part-I                | Viva Voce/Teachers' Evaluation | End Term Part-II                   |             |
| 1            | Artificial Intelligence for Business management | 3           | 15                             |                                | 85                                 | 100         |
| 2            | Internship                                      | 12          |                                | 150                            | 350                                | 500         |
| 3            | MOOCs   | 6           |                                |                                |                                    |             |
| <b>Total</b> |   | <b>21</b>   |                                |                                |                                    | <b>600</b>  |

  
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## MOOCs:

The university shall give flexibility in opting for MOOC (Massive Online Open Courses) by the students pertaining to the prescribed curriculum and also the credits earned in the MOOC courses may be dealt as part of the evaluation scheme as per UGC (Open and Distance learning program and online program) regulations, 2020.

**Syllabi and Course Materials** – Syllabi, PPR and self-learning material are developed mostly by experienced faculty members of Mewar University in consultation with contents experts and the same will be forwarded to CIQA and BOS/ Academic Council/ Executive Council for further suggestions and approval.

**Faculty and Support Staff** – The university has identified the requisite faculty and support staff as mandated by UGC and formally they shall be allocated required positions from amongst the existing faculty exclusively for OL mode or fresh appointment as per the requirement, shall be initiated for which letter of intent have been issued to the prospective faculty and staff. The course material prepared by this university on par with any open university/ distance education center in the country.

**Delivery Mechanism** – The OL of MU follows a model ICT (Information and Communication Technology) enable approach for instruction. The methodology of instruction in OL of MU is different from that of the conventional/ regular programs. Our OL system is more learner orientated and learner is an active participant in the teaching learning process.

**Counselling Session** – Normally counselling is held as per the schedule drawn beforehand by the subject coordinator. There will be six counselling/ contact classes for 4 credit courses will be held on the online mode.

### Medium of Instruction –

Medium of Course instruction: English  
Medium of Examination: English

### Student Support System–

University study center and learning support center headed by a coordinator not below the rank of assistant professor and shall be augmented with academic and non – academic staff depending on the learner.

The university has made appropriate arrangement for various support services including counselling schedule and resource -oriented – services evaluation method and dates both on and offline mode for easy and smooth services to the student through distance mode. All student support services will be provided through a single window method/ mode onsite and online.

### (k). Procedure for Admissions, Curriculum transaction and Evaluation:

Our counselors guide the students for admission process based on the eligibility norms.

**Eligibility**-The minimum eligibility for MBA program is BBA any stream.

### Course Fee Plan:

Lump Sum Fees

- Rs.32,500/-

  
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### Installment Fees

- First Semester—Rs. 7500/-
- Second Semester—Rs. 7500/-
- Third Semester—Rs. 7500/-
- Fourth Semester—Rs. 7500/-

Examination Fee will be Rs. 2000/- per semester

One time Admission Fee will be Rs. 500/-

The curriculum is delivered through the Printed Self Learning Materials (SLMs) and Face to Face Counseling Session supported by audio-video aids through the contact hour classes conducted at the Headquarters, i.e. Mewar University Campus.

### Evaluation System:

The examination has two components that is

- (a) Continuous Evaluation (Assignments)30%
- (b) Term End Examination (University Examination)70%.

Each student has to complete and submit 2 assignments in each of the theory paper before being eligible to Appear for the term end examination.

Minimum qualifying marks in each paper is 40% individually in internal and term end examination.

The evaluation and assessment of the students enrolled to this program is conducted on the basis of their continuous assessment—assignments and performance in the term end examination.

**(I). Requirement of Laboratory and Library Resources:** Mewar University facilitates world class infrastructure to its students to provide extensive and exclusive support for maintaining necessarily earning environment, used by students and faculty like:

The University has a well-stocked and fully computerized library, which serves as a catalyst in the learning process.

To ignite the intellectual spirit in young minds, a stock of about 50,000 latest books, large collection of video/audio CDs, industry and company in formations our Cesare made available to the students.

The University has course-wise departmental libraries and a central library to provide adequate support for complete academic pursuit.

Kept open and accessible 12 hours a day, the library includes a separate display section announcing new arrivals. The unique feature of the Mewar University library is its Electronic Media Library Division. It grants access to Indian and Global database related to programs and training materials, which are also made available in CD-ROMs. Major features of the library include:

- Study and Reference Books
- Large collection of National & International Journals
- Reading Halls for more than 200 Students
- Special Reading Room for Researchers and Teachers
- Computerized Library Management System

- Online Work stations connected with 10Mbps Internet Connectivity
- Audio-Visual Library Section
- Career Guidance Section
- Magazines and Periodicals Section
- A separate Reference Section is maintained for important and rare books.
- Easy operation through automated library procedures and Bar Code system
- Digital Library –to provide access to e-Journals, to download desired material

The campus has well equipped laboratories that have been aesthetically designed and arranged with modern equipment and infrastructure to completely cover the syllabus of each branch of study. The labs include Communication Lab., Computer Lab., Language Lab. etc. In all these labs, hands-on training is imparted to the students to keep pace with modern technology. The University possesses well-qualified and experienced technical staff with all resources to develop the technical skills of the students in all fields.

The campus has an array of computers distributed over different sections of academic block. The air-conditioner computer labs with pleasing ambience is spread over 850 square meters. The computer center has high-end servers to cater to the needs of the networked environment.

**(m). Cost Estimate of the Program & the Provision:** The Estimate of Cost & Budget could be as follows (all figures on Annual basis):

- Salaries: Rs.30,00,000/-(Approx.)
- Travel: Rs.30,000/-(Approx.)
- Seminars: Rs.40,000/-(Approx.)
- SLM Preparation, Printing, Distribution: Rs.3,00,000/-(Approx.)
- Library:1,25,000/-(Approx.)
- Courier/Transportation: Rs.50,000/-(Approx.)
- Infrastructure: Rs.1,50,000/-(Approx.)
- Computer Labs & Leased Line: Rs. 1,00,000/-(Approx.)

  
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(i). Quality Assurance Mechanism and Program Outcome:

The university has established an IQAC, which is responsible for assessing and monitoring the quality of the all the courses through monitoring, mentoring. The Quality Assurance Cell includes the Deans of the different Faculty, Nominated Heads of the concerned departments.

**Objective:**

- To ensure the quality of academic and administrative processes, promoting research and innovation, creating an enabling environment for the holistic development of students and faculty.
- To implement best practices for quality enhancement while fostering stakeholder participation and feedback to ensure transparency and accountability in decision-making processes.

**Functioning of CIQA:**

- Developing and implementing quality assurance policies and procedures to enhance the overall quality of education and research at the university.
- Ensuring compliance with the regulations and guidelines set by the regulatory bodies such as UGC, AICTE, etc.
- Developing and implementing strategies for enhancing the teaching and learning process, such as introducing new technologies, innovative pedagogical methods, and effective evaluation systems.
- Regularly reviewing and updating the academic curriculum and course content to meet the changing needs of the industry and society.
- Facilitating the adoption of best practices in teaching, learning, and research by sharing knowledge and experiences with other institutions.
- Conducting regular internal and external audits to ensure that the quality standards are being maintained at all levels of the university.
- Encouraging faculty members to undertake research projects and publish research papers in reputed journals to enhance the university's academic credentials.
- Facilitating student feedback mechanisms to assess the effectiveness of teaching and learning methods, curriculum, infrastructure, and other facilities.
- Developing and implementing systems for continuous monitoring and evaluation of the performance of students, faculty members, and administrative staff.
- Conducting workshops, training programs, and seminars to upgrade the skills and knowledge of the faculty members and administrative staff and keep them abreast of the latest developments in their fields.

  
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**Director**  
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**MBA(Marketing) I Semester  
Principles and Practices of Management**

**Course Objective**

The objective of this paper is to familiarize the participants with basic management concepts and behavioral processes in an organization. It will enable them to evaluate and analyze a firm's management philosophy and to understand the impact this philosophy has on the organization and operation of its business.

**Course Outcome**

- Understand the fundamental principles and functions of management including planning, organizing, staffing, directing, and controlling.
- Develop managerial, leadership, and decision-making skills for effective organizational performance.
- Apply management theories and practices to solve real-life business and organizational problems.

**Content-**

**Module 1:**

- Concept and nature of management; importance of management; management – a science or art; management as a profession; role of management principles; effective management
- Contributions of Taylor, Fayol, Simon and Drucker; social systems approach; management science approach; human behaviour approach; systems approach; contingency approach
- Management functions; nature of management functions; functions of various levels of management; functional areas of management; management skills
- Concept of environment; environmental factors; economic, politico-legal, technological, socio-cultural and competitive environment; nature and impact of environment; Indian environment
- Social responsibility of managers; ethical issues in management; value systems of Indian managers; corporate governance

**Module 2:**

- Concept, nature and importance of planning; steps in planning; types of planning; corporate and functional planning; strategic and operational planning; long-term and short-term planning; types of plans; barriers to effective planning
- Mission and purpose; formulation of mission; objectives; management by objectives (MBO)
- Strategy; formulation of strategy; implementation of strategy; budget; types of budgets; budgeting
- Concepts of planning premises; forecasting; forecasting techniques; concept of decision; types of decisions; decision making process; guidelines for effective decision-making

**Module 3:**

- Concept of organization and organizing; organization theory; modern organization theory; factors affecting organization structure
- Organizational structure; formal and informal organizations; departmentation; bases of departmentation; span of management; wide or narrow span; tall and flat structure
- Line and staff organizational structure; functional, divisional and matrix structures
- Concept of authority; line and staff authority; delegating authority
- Concept of conflict; conflict management; coordination; techniques for effective coordination
- Nature of organizational change; planned change; overcoming resistance to change; change agents

#### Module 4:

- Concept of direction; principles of direction; direction and supervision; effective supervision; order giving; techniques of direction
- Concept of motivation; motivation and behavior; motivation and performance; theories of motivation; Maslow's need hierarchy; Herzberg's theory; carrot and stick approach; contingency approach; job enrichment; empowerment; quality of work life; job satisfaction; morale; morale building
- Concept of leadership; charismatic leadership theory; trait theory; behavioral theory; situational theory; leadership styles; successful leadership versus effective leadership; leadership styles in Indian organizations; leadership development

#### Module 5:

- Concept of controlling; controlling and other functions; steps in controlling; types of control; control areas; design of effective control systems; essentials of effective control systems
- Operational control techniques; financial and related control; quality control and total quality management; overall control techniques; management audit; social audit; management information systems (MIS)

#### Recommended Text

- S P Robbins and Coulter, M, *Management* (New Delhi: Prentice Hall of India, 1998)
- Harold Koontz, *Essentials of Management* (New Delhi: Tata McGraw-Hill, 1998)
- Gene Burton and Thakur, M, *Management Top day: Principles and Practice* (New Delhi: Tata McGraw-Hill, 1995)

### Managerial Economics

#### Course Objective

The objective of this paper is to familiarize the participants with concepts and techniques in economics with relevance to application in business firms and their operations and enable decision-taking in real-life managerial situations.

#### Course outcome

- Understand the basic concepts and principles of managerial economics and their application in business decision-making.
- Analyze demand, cost, production, and market structures for effective managerial planning and resource utilization.
- Apply economic theories and quantitative techniques to solve business and managerial problems in real-life situations.

#### Content

##### Module 1:

- What is managerial economics; business decisions and economic analysis; the scope of managerial economics; objectives of business firms; profit as a business objective; theories of profit (Dynamic Theory, Risk Theory and Uncertainty bearing theory); profit maximization as a business objective; alternative objectives of business firms; a reasonable profit target; profit as control

- Meaning of demand; utility; law of diminishing utility; cardinal and ordinal concepts of utility; analysis of consumer demand - cardinal and ordinal utility approaches; consumers' equilibrium; derivation of individual demand curve; revealed preference theory
- Analysis of market demand; demand function; elasticities of demand; demand forecasting; techniques of demand forecasting
- Theory of cost and break-even analysis; cost concepts; the theory of cost; economies and diseconomies of scale; some empirical cost functions; break-even analysis

**Module 2:**

- Market structure and degree of competition; pricing under perfect competition; pricing under pure monopoly; measures of monopolistic power; pricing and output decisions under monopolistic competition; pricing and output decisions under oligopoly; the game theory
- Cost-plus pricing; multiple product pricing; pricing in life cycle of a product; pricing in relation to established products; transfer pricing; competitive bidding of price; peak load pricing

**Module 3:**

- National income; measures of national income; methods of measuring national income; choice of methods; measurement of national income in India; growth and composition of India's national income

**Module 4:**

- National income determination – an analytical framework; Keynesian theory of national income determination; consumption function; equilibrium of national income; change in aggregate income and the multiplier; three-sector model of income determination; four-sector model of income determination

**Module 5:**

- Meaning of economic growth; determinants of economic growth; Harrod-Domar economic growth model
- Business cycles; phases of business cycles; theories of business cycles; economic stabilization policies
- The role of government in the economy; fiscal policy; monetary policy; industrial policy of India; some economic legislations – MRTP, Industrial Dispute Act; FERA

**Recommended Text**

- Damodaran Suma, *Managerial Economics* (New Delhi: Oxford, 2006)
- Atmanand, *Managerial Economics* (New Delhi: Excel Books, 2007)
- Dominick Salvatore, *Managerial Economics* (New Delhi: Oxford, 2007)

  
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## Accounting and Financial Analysis

### Course Objective

The objective of this paper is to familiarize the participants with concepts, conventions and principles of accounting and financial analysis and their application in business firms

### Course outcome

- Understand the basic concepts, principles, and procedures of accounting for preparing financial statements.
- Interpret and analyze financial statements using ratio analysis and other financial tools to assess business performance.
- Apply accounting and financial analysis techniques in managerial decision-making and business planning.

### Content

#### Module 1:

□ An overview of accounting; accounting concepts, conventions and principles; accounting equation; international accounting principles and standards; matching of Indian accounting standards with international accounting standards

#### Module 2:

□ Double entry system of accounting; journalizing of transactions; preparation of final accounts; profit and loss account; profit and loss appropriation account and balance sheet;

#### Module 3:

Policies related with depreciation; inventory and intangible assets like copyright, trademark, patents and goodwill

#### Module 4:

□ Analysis of financial statements; ratio analysis; solvency ratios; profitability ratios; activity ratios; liquidity ratios; market capitalization ratios; common size statement; comparative balance sheet and trend analysis of manufacturing, service and banking organizations

#### Module 5:

□ Funds flow statement; meaning, concept of gross and net working capital; preparation of schedule of changes in working capital; preparation of funds flow statement and its analysis; cash flow statement; various cash and non-cash transactions; flow of cash; preparation of cash flow statement and its analysis

### Recommended Text

- S N Maheswari and Maheswari S K *A Textbook of Accounting for Management*, (New Delhi: Vikas, 1st edition)
- T P Ghosh, *Accounting and Finance for Managers* (New Delhi: Taxman, 1st edition)
- Anil Chowdhary, *Fundamentals of Accounting and Financial Analysis* ( New Delhi: Pearson Education, 1st edition)

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 **Director**  
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## Financial Management

### Course Objective

The objective of this paper is to familiarize the participants with concepts and techniques in finance and their applications in business in order to enable managers interpret and take decisions in financial issues

### Course Outcome

- Understand the concepts and objectives of financial management including capital budgeting, financing, and dividend decisions.
- Analyze financial data and investment opportunities for effective financial planning and resource allocation.
- Apply financial management techniques to maximize organizational value and support business decision-making.

### Content

#### Module 1:

- Nature of financial management; finance and related disciplines; scope of financial management; objectives of financial management; organization of finance function
- Basic financial concepts; time value of money; valuation of long-term securities; risk and return

#### Module 2:

- Capital budgeting – principles and techniques; nature of capital budgeting; data requirement – identifying relevant cash flows; evaluation techniques – traditional techniques, pay back method, discounted cash flow/time-adjusted techniques; present value; net present value method; internal rate of return method; terminal value method; profitability; NPV and IRR – a comparison; project selection under capital rationing
- Analysis of risk and uncertainty; description and measurement of risk; definition of risk; sensitivity analysis; assigning probability; precise measures of risk; risk evaluation approaches; risk-adjusted discount rate approach; certainty-equivalent approach; probability distribution approach; decision tree approach

#### Module 3:

- Importance and concept of cost of capital; measurement of specific costs – cost of debt; cost of preference shares; cost of equity capital; cost of retained earnings; computation of overall cost of capital
- Types, economics and limitations of mergers; financial framework – determining the firm's value; financing techniques in mergers; meg as a capital budgeting decision; scheme of merger/amalgamation; income tax and amalgamation; acquisitions/takeovers; listing agreement; SEBI substantial acquisition of share and takeover code; hostile takeover
- Lease financing; concept and classification; finance lease and operating lease; sale and lease back and direct lease; single investor lease and leveraged lease; domestic lease and international lease; significance and limitations; financial evaluation – lessee's perspective; lessor's viewpoint
- Operating leverage; alternative definition of operating leverage; financial leverage; alternative definition of financial leverage; EBIT-EPS analysis; indifference point; measures of financial leverages; combined leverage – total risk

#### Module 4:

- Capital structure theories; net income approach – increase in value, decrease in value, market price; net operating income approach; overall cost of capital/capitalization rate is constant; residual value of equity; changes in cost of equity capital; Modigliani-Miller approach; traditional approach

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- Designing Capital structure; profitability aspect; liquidity aspect; control; leverage ratios for other firms in the industry; nature of industry; investment bankers and lenders; maneuverability for commercial strategy; timing of issue; characteristics of the company; tax planning
- Dividend and valuation; irrelevance of dividends; Modigliani and Miller Hypothesis; relevance of dividends – Walter’s model, Gordon’s model
- Determinants of dividend policy; factors; bonus shares and stock splits; legal, procedural and tax aspects

**Module 5:**

- Nature of working capital; trade-off between profitability and risk; determining financing mix; need for working capital; determinants of working capital; computation of working capital; working capital financing; trade credit; bank credit; RBI framework for and regulation of bank credit; commercial papers; factoring
- Management of Cash and marketable securities; motives for holding cash; objectives of cash management; factors determining cash needs; determining cash needs; basic strategies of cash management; cash management techniques/processes; marketable securities
- Receivables management; objectives; credit policies; credit terms; collection policies
- Inventory management; objectives and techniques

**Recommended Text**

- I M Pandey, *Financial Management* (New Delhi: Vikas, 2004)
- Prasanna Chandra, *Fundamentals of Financial Management* (New Delhi: Tata McGraw Hill, 2004)
- Lawrence J Gitman, *Principles of Managerial Finance* (New Delhi: Pearson Education, 2004)

**Human Resource Management**

**Course Objective**

The objective of this paper is to familiarize the participants with concepts and Techniques of human resource management and their application in management

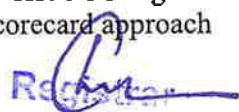
**Course Outcome**


- Understand the concepts, functions, and importance of human resource management in organizational development.
- Develop knowledge of recruitment, training, performance appraisal, and employee relations for effective workforce management.
- Apply HRM practices and leadership skills to improve employee performance, motivation, and organizational effectiveness.

**Content**

**Module 1:**

- What is human resource management; the manager’s HR management jobs; the changing environment of HR management; Measuring HR’s contribution: Strategy, metrics and the HR scorecard; the new HR manager
- HR’s strategic challenges; HR’s strategic roles; creating a strategy-oriented HR system; the HR scorecard approach

  
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**Module 2:**

- The nature of job analysis; methods of collecting job analysis information; writing job descriptions; writing job specifications
- Planning and forecasting; effective recruiting; internal sources of candidates; outside sources of candidates; recruiting a more diverse workforce; developing and using application forms
- Why careful selection is important; basic testing concepts; types of tests; work samples and simulations; background investigations and other selection methods
- Basic features of interviews; undermining factors of an interview's usefulness; designing and conducting an effective interview
- Orienting employees; the training process; training methods; evaluating the training effort; managing organizational change and development

**Module 3:**

- Basic concepts in performance appraisal and performance management; an introduction to appraising performance; appraising performance – problems and solutions; the appraisal interview; creating the total performance management process
- The basics of career management; roles in career development; managing promotions and transfers; enhancing diversity through career management; career management and employee commitment; retirement

**Module 4:**

- Determining pay rates; establishing pay rates; pricing managerial and professional jobs; competency-based pay; other compensation trends
- Money and motivation – an introduction; individual employee incentive and recognition programme; incentives for salespeople; team/group variable pay incentive plans; incentives for managers and executives; designing and executing effective incentive programmes
- Pay for time not worked; insurance benefits; retirement benefits; personal services and family-friendly benefits; flexible benefit programmes
- Ethics and fair treatment at work; what shapes ethical behaviour at work; the role of HR management in fostering ethics and fair treatment; employee discipline and privacy; managing dismissals

**Module 5:**

- The labour movement; unions and the law; the union drive and election; the collective bargaining process; grievances; the union movement today and tomorrow
- Organizational safety law; management commitment and safety; what causes accidents; how to prevent accidents; workplace health hazards – problems and remedies
- HR and the internationalization of business; global differences and similarities in HR practice; how to implement a global HR system; staffing the global organization; training and maintaining expatriate employees

**Recommended Text**

- VSP Rao, Human Resource Management: Text and Cases (New Delhi: Excel Books, 2nd edition)
- K Aswathappa, Human Resource and Personnel Management (New Delhi: Tata McGraw Hill, 5th edition)
- Gary Dessler, Human Resource Management (New Delhi: Pearson Education, 2008)

  
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## Marketing Management

### Course Objective

The objective of this paper is to familiarize the participants with concepts, techniques and skills of marketing and their applications in business

### Course Outcome

- Understand the concepts, principles, and functions of marketing management in modern business organizations.
- Analyze consumer behavior, market trends, and marketing strategies for effective decision-making.
- Apply marketing tools and techniques related to product, pricing, promotion, and distribution for achieving organizational objectives.

### Content

#### Module 1:

- Definition, importance and scope of marketing; philosophies of marketing management; elements of marketing – need, want, demand, customer, consumer, markets and marketers; marketing versus selling; consumer markets and industrial markets
- Concept of marketing management; marketing mix; functions of marketing management; marketing organizations; qualities of the marketing manager

#### Module 2:

- Marketing environment; factors affecting marketing environment; marketing information system; marketing research; strategic marketing planning
- Market segmentation, benefits, purpose and limitations of market segmentation; market segmentation procedure; bases for consumer and industrial market segmentation
- Market targeting; procedure for targeting; product positioning – objectives and usefulness; differentiating the product; product positioning strategy

#### Module 3:

- Consumer behaviour – introduction, importance and process
- Marketing mix decisions; product decisions; new product development; concepts and necessity for development of new products; failure of new products; new product planning and development process; product mix; branding and packaging decisions; product life cycle; stages and strategies for different stages of product life cycle

#### Module 4:

- Pricing decisions; pricing objectives; pricing policies; methods of setting price; pricing strategies
- Channels of distribution for consumer and industrial products; factors affecting
- channel distribution; management of channels; currenends in wholesaling and retailing; retail distribution system in India

#### Module 5:

- Promotion; promotion mix; advertising, sales promotion, personal selling,
- publicity and public relations
- A brief account of marketing of services, rural marketing, CRM, electronic marketing, B2C, B2B and C2C marketing, direct marketing through internet, international marketing etc.

  
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### Recommended Text

- M J Etzel, Walker B J and W J Stanton, *Marketing: Concept and Cases* (New Delhi: Tata McGraw Hill, 13th edition)
- V S Ramaswamy and Namakumari S, *Marketing Management: Planning, Implementation, and Control* (New Delhi: Macmillan, 3rd ed)
- Philip Kotler, *Marketing Management: Analysis, Planning, Implementation and Control* (New Delhi: Pearson Education, 12th ed)

## Computer Application in Management

### Course Objective

The objective of this paper is to familiarize the participants with concepts and Tools, techniques and applications in computer hardware and software and their application in management

### Course Outcome

- Understand the role and application of computer systems and information technology in business and management functions.
- Develop practical skills in office automation, data processing, and business software applications for managerial activities.
- Apply computer-based tools and technologies for decision-making, communication, and improving organizational efficiency.

### Content

#### Module 1:

- Introduction and definition of computer; functional components of a computer system – input unit, CPU, memory and output unit; types of memory and memory hierarchy; functioning inside a computer; characteristics, advantages and limitations of a computer; classification of computers
- Hardware; input devices – keyboard, printing devices, voice speech devices, scanner, MICR, OMR, bar code reader, digital camera etc; output devices – visual display unit, printers, plotters etc; storage devices – magnetic storage devices, optical storage devices, flash memory etc.

#### Module 2:

- Software; introduction; types of software and their examples; introduction to languages; compiler, interpreter and assembler
- Operating system; definition; functions, types and classification; elements of GUI based operating system; windows – use of menus, tools and commands of windows operating system

#### Module 3:

- Use of MS-Office; basics of MS-Word, MS-Excel and MS-Powerpoint; application of these software's for documentation and making reports; preparation of questionnaires, presentations, tables and reports
- Database management system; overview of DBMS; components of DBMS; recent trends; RDBMS
- Overview of MS Access; creating tables, queries, forms and reports in MS Access

#### Module 4:

- Computer networks; overview of computer network; types of computer networks – LAN, WAN, MAN; network topologies; components of computer networks – servers, workstations, network

interface cards, hub switches, cables etc.

Internet; overview of internet; architecture and functioning of internet; basic services over internet like WWW, FTP, Telnet, Gopher etc; IP addresses, ISPs, URL, domain names, web browsers, internet protocols, search engines, e-mail, web browsing, searching, downloading and uploading from internet

#### **Module 5:**

E-commerce; introduction; comparison between traditional commerce and e-commerce; advantages and disadvantages of e-commerce; buying and selling on internet; issues in implementing electronic commerce

Applications of information technology; information technology applied to various functional areas of management such as production/operation, marketing, human resources, finance and materials management

#### **Recommended Text**

- A Leon and Leon M, *Introduction to Computers* (New Delhi: Vikas, 1st edition)
- S K Basandra, *Computers Today* (New Delhi: Galgotia, 1st edition)
- D N Kakkar and Goyal R, *Computer Applications in Management* (New Age, 1st edition)

### **MBA(Marketing) II Semester Research Methodology**

#### **Course Objective**

The objective of this paper is to familiarize the participants with concepts and tools and techniques of research and their application to solution of managerial problems

#### **Course Outcome**

- Understand the fundamental concepts and methods of research used in business and social science studies.
- Develop skills in data collection, analysis, and interpretation using appropriate research tools and techniques.
- Apply research methodology for problem-solving and decision-making through preparation of research reports and projects.

#### **Content**

##### **Module 1:**

An overview of research methodology; research problems in management; types of research; the research process

Data collection and presentation; primary data; secondary data; presentation

Review of basic statistical measures; measures of central tendency; measures of variation; measures of skewness

Design and analysis of experiments; analysis of variance (ANOVA); completely randomized design; randomized complete block designs; latin square design; Duncan's multiple range test; factorial design; factorial experiment; expected mean square (EMS) rule

##### **Module 2:**

Attitude measurement and scales; measurement; fundamentals of data collection methods; types of scales; scales for stimuli; scaling respondents; scales for stimuli and respondents

Probability distributions; approaches to probability; types of probability distributions

Sampling methods; sampling distribution of mean when normal population variance is known; sampling distributions of variance; sampling distributions of proportion; confidence interval estimation; determination of sample size

**Module 3:**

Tests of hypotheses concerning means; tests of hypotheses concerning proportions; tests of hypothesis concerning variances; chi-square test for checking independence of categorized data; goodness of fit test

Nonparametric tests; one-sample tests; two-sample tests; K-sample tests

Basic multivariate analysis; correlation analysis; forecasting; linear regression and time series

**Module 4:**

Multidimensional scaling; conjoint analysis

Algorithmic research problems; types of solution procedure/algorithm; steps of development of algorithm; steps of algorithmic research; design of experiments and comparison of algorithms; meta heuristics for combinatorial problems

**Module 5:**

Models for industries and public systems; steps of modeling; operations research models; examples of applications of models

Need for simulation; types of simulation; simulation languages; applications of simulation

Report writing and presentation; types of report; guidelines for reviewing draft; report format; typing instructions; oral presentations

**Recommended Text**

- C R Kothari, Research Methodology: Methods and Techniques (New Delhi: New Age International Publishers, 2004)
- Saunders, Research Methods for Business Students (New Delhi: Pearson Education, 2007)
- R Panneerselvam, Research Methodology, (New Delhi: PHI Learning, 2009)

## Organizational Behavior

**Course Objective**

The objective of this paper is to familiarize the participants with basic management concepts and behavioural processes in an organization. It will enable them to evaluate and analyze a firm's management philosophy and to understand the impact this philosophy has on the organization and operation of its business.

**Course Outcome**

- Understand the concepts and significance of organizational behaviour in managing individuals and groups within organizations.
- Analyze factors affecting employee behaviour such as motivation, leadership, communication, and team dynamics.
- Apply organizational behaviour principles and practices to improve workplace effectiveness, employee satisfaction, and organizational performance.

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## Content

### Module 1:

- Management functions; roles and skills; effective versus successful managerial activities; what is organizational behaviour (OB); contributing disciplines to the OB field; changes and opportunities for OB; responding to globalization; managing workforce diversity; improving quality and productivity; improving customer service; improving people skills; developing an OB model; towards a contingency OB model
- Foundations of individual behaviour; biographical characteristics; ability and learning; values; importance of values; types of values; values, loyalty and ethical behaviour; values across cultures; attitudes; types of attitudes; attitudes and consistency; cognitive dissonance theory; job satisfaction; measuring job satisfaction; employee performance; dissatisfaction; job satisfaction and customer satisfaction
- Case Study

### Module 2:

- What is personality; personality determinants; traits; personality attributes influencing OB; achieving personality fit
- What are emotions; felt versus displayed emotions; emotion dimensions; gender and emotions; external constraints on emotions; OB applications
- What is perception; factors influencing perception; person perception – making judgments about others; link between perception and individual decision-making;
- decision-making in organisations; ethics in decision-making

### Module 3:

- Defining motivation; hierarchy of needs theory; theory X and theory Y; two-factor theory; contemporary theories of motivation
- Management by objectives; employee recognition programmes; employee involvement programmes; variable pay programmes; skill-based pay plans; flexible benefits; special issues in motivation
- Case Study

### Module 4:

- Foundations of group behaviour; defining and classifying groups; stages of group development; work group behaviour; external conditions and groups; group member resources; group structure; group processes; group tasks; group decision-making; group decision-making techniques
- Types of teams; creating effective teams; turning individuals into team players; contemporary issues in managing teams
- What is communication; functions of communication; the communication process; direction of communication; interpersonal communication; organizational communication; choice of communication channels; barriers to effective communication; current issues in communication
- Case Study

### Module 5:

- What is leadership; trait theories; behavioral theories; contingency theories; trust – the foundation of leadership; leaders as shapers of meaning; art of framing; emotional intelligence and leadership effectiveness; contemporary leadership roles; moral leadership roles; moral leadership; on-line leadership; challenges to the leadership construct; finding and creating effective leaders
- A definition of conflict; transitions of conflict thought; functional versus dysfunctional conflict; five stages of the conflict process; negotiation; bargaining strategies; the negotiation process; Director

in negotiation

Case Study

Organizational change; forces for change; managing planned change; resistance to change; approaches to managing organizational change; contemporary change issues; work stress and its management

### Recommended Text

Subbarao, *Management and Organizational Behavior* (New Delhi: Himalaya Publishing, 2003)

S P Robbins, *Organizational Behaviour: Concepts, Controversies, Applications* (New Delhi: Prentice Hall, 1998)

Fred Luthano, *Organizational Behavior* (New York: McGraw-Hill Higher Education, 2002)

V S P Rao and Narayana V S, *Organization Theory and Behaviour* (New Delhi: Konark Publishers, 1987)

## Strategic Management

### Course Objective

The objective of this paper is to familiarize the participants with concepts and techniques of strategy formulation and implementation and their applications in business

### Course Outcome

- Understand the concepts, process, and importance of strategic management in achieving organizational goals.
- Analyze internal and external business environments for strategic planning and competitive advantage.
- Apply strategic management tools and techniques for effective decision-making, implementation, and evaluation of business strategies.

### Content

#### Module 1:

Understanding strategy; defining and explaining strategy; levels at which strategy operates; strategic decision-making; schools of thought on strategy formation; the process of strategic management; strategists and their role in strategic management

Hierarchy of strategic intent; strategic intent; vision; mission; business definition; goals and objectives

#### Module 2:

Environmental appraisal; concept of environment; environmental sectors; environmental scanning; appraising the environment

Organizational appraisal; dynamics of internal environment; organizational capability factors; considerations in organizational appraisal; methods and techniques in organizational appraisal; structuring organizational appraisal

#### Module 3:

Corporate level strategies; grand strategies; stability strategies; expansion strategies; retrenchment strategies; combination strategies; corporate restructuring

Foundations of business-level strategies; business-level strategies; generic business strategies; tactics for business strategies

□ Strategic analysis and choice; process of strategic choice; corporate-level strategic analysis; business-level strategic analysis; subjective factors in strategic choice; contingency strategies; strategic plan

**Module 4:**

□ Activating strategies; interrelationship between formulation and implementation; aspects of strategy implementation; project implementation; procedural implementation; resource allocation  
□ Structural implementation; structural considerations; structures for strategies; organizational design and change; organizational systems  
□ Behavioral implementation; leadership implementation; corporate culture; corporate politics and the use of power; personal values and business ethics; social responsibility and strategic management  
□ Functional and operational implementation; functional strategies; functional plans and policies; financial plans and policies; marketing plans and policies; operations plans and policies personnel plans and policies; information management plans and policies; integration of functional plans and policies; operational implementation

**Module 5:**

□ An overview of strategic evaluation and control; strategic control; operational control; techniques of strategic evaluation and control; role of organizational systems in evaluation

**Recommended Text**

□ John A Pearce II, Robinson J R and Richard B, *Strategic Management* (New Delhi: AITBS)  
□ Thomas L Wheelen, Hunger J D and Rangarajan K, *Concepts in Strategic Management and Business Policy* (New Delhi: Pearson Education, 1st ed)  
Azhar Kazmi; *Business Policy and Strategic Management* (New Delhi: Tata McGraw-Hill, 2002)

**Management Accounting**

**Course Objective**

The objective of this paper is to familiarize the participants with concepts and techniques in accounting and their applications in business in order to enable managers interpret and take decisions in management accounting issues

**Course Outcome**

- Understand the concepts and techniques of management accounting used for planning, control, and decision-making.
- Analyze cost, budgetary, and financial information for evaluating organizational performance and efficiency.
- Apply management accounting tools and methods in managerial decision-making, forecasting, and business planning.

**Content**

**Module 1:**

□ Management accounting – an overview; financial accounting, cost accounting and management accounting; contents of management accounting  
□ Cost concepts; cost concepts relating to income measurement; cost concepts relating to profit planning; cost concepts relating to control

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**Module 2:**

- Job, order, batch and contract costing; job/order costing; batch costing; contract costing;
- Process, joint and by-product costing; nature and suitability; cost accumulation in process costing; process accounts/production cost report; spoilage; inter-process benefits; joint products; by-products; sell now or process further
- Unit and operating costing; introduction; unit costing; operating costing

**Module 3:**

- Variable and absorption costing; a comparison; reconciliation; variable costing and decision-making; advantages of variable costing; limitations of variable costing
- Reconciliation and integration; reconciliation of financial and cost accounts; integrated accounts
  - Cost-volume-profit analysis; break-even analysis

**Module 4:**

- Budgeting; the planning process; budget – definition and meaning; budget –purpose; preparation/types of budgets; modified flexible budgets
- Standard costs; meaning of standards; establishing cost standards; components of standard cost

**Module 5:**

- Variance analysis – cost variance; material variance; labour variance; overhead variance; calendar variance; capacity variance; standard cost accounting
- Variance analysis – revenue variance; sales variance; profit variance; actual profit and budgeted profit – reconciliation; variance reporting; disposition of variance
- Responsibility accounting; meaning and objectives; responsibility centres; types of responsibility centres; return on investment analysis; segment residual income

**Recommended Text**

- I M Pandey, *Management Accounting* (New Delhi, Vikas, 2004)
- M A Sahaf, *Management Accounting: Principles and Practice* (New Delhi: Vikas, 2000)
- S K Bhattacharyya and Rearden, J, *Accounting for Management* (New Delhi: Vikas, 1987)

**Business Law****Course Objective**

The objective of this paper is to familiarize the participants with concepts and applications of various acts with relevance to business and their application in management

**Course Outcome**

- Understand the fundamental principles and provisions of business law related to business and commercial activities.
- Analyze legal issues and contractual obligations affecting business organizations and managerial decisions.
- Apply legal knowledge and ethical practices in solving business and organizational problems effectively.

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## Content

### Module 1:

□ Law of contract; nature and kinds of contracts; consideration; capacity of parties; free consent; legality of object and consideration; void agreements; contingent contracts; performance of contracts; discharge of contract; quasi-contracts; remedies for breach of contract; indemnity and guarantee; bailment and pledge; agency;

### Module 2:

□ Law of Partnership; definition and nature of partnership; formation of partnership; rights, duties and liabilities of partners; dissolution of partnership firm  
□ Law of Sale of Goods; contract of sale of goods; conditions and warranties; transfer of property; performance of contract of sale; rights of unpaid seller

### Module 3:

□ Law of Negotiable Instruments; negotiable instruments; parties to negotiable instruments; presentation of negotiable instruments; negotiation of negotiable instruments; dishonour and discharge of negotiable instruments; crossing and bouncing of cheques

### Module 4:

□ Companies Act; nature of companies; kinds of companies; formation and incorporation of a company; memorandum of association; articles of association; prospectus; share and share capital; borrowing powers of companies; company meetings; general body meeting; board meeting; winding up

### Module 5:

□ Consumer Protection Act; Aims and objectives of the act; redressal machinery under the act; procedure for complaints; remedies; appeals; enforcement of orders and penalties  
□ Law of Information Technology; provisions of the information technology act, 2000

### Recommended Text

- Avtar Singh, *Principles of Mercantile Law* (Eastern Book Company, 7th edition)
- J J Gulshan, *Business Law including Company Law* (New Age International Publisher, 13th edition)
- M C Kuchal, *Business Law* (New Delhi: Vikas publishing House, 2009)

## MBA(Marketing) II Semester – Functional Elective

### Marketing of Services

#### Course Objective

The objective of this paper is to familiarize the participants with concepts and techniques of services marketing and their application in management

#### Course Outcome

- Understand the concepts, characteristics, and importance of service marketing in modern business organizations.
- Analyze customer expectations, service quality, and marketing strategies for effective service delivery and customer satisfaction.

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- Apply service marketing tools and techniques to promote, manage, and improve service performance and competitiveness.

## Content

### Module 1:

- What is service; framing the service experience – the services function model - services cape, contact personnel, other customers, organizations and systems; importance of services; service revolution – a change in perspective
- Differences between goods and services – intangibility, inseparability, heterogeneity, perishability
- What is the service economy; service classification schemes; service economy growth – key influences and concerns; predicted keys of success within the services sector

### Module 2:

- The consumer decision process – an overview; special considerations pertaining to services
- Ethical issues in services marketing; what are ethics; the opportunity for ethical misconduct in services marketing; methods for ethical decision making; issues that create ethical conflict; factors that influence ethical decision making; the effects of ethical misconduct; controlling ethical decision making
- Service delivery process; stages of operational competitiveness; marketing and operations – the balance; efficiency of service firms; applying efficiency models to service firms; the art of blueprinting

### Module 3:

- The pricing of services; perception of value; special considerations of service pricing; emerging service pricing strategies
- Developing the service communication mix; developing a communication strategy – the basics; the communication mix as it relates to consumer behaviour considerations; special problems of the service communication mix; general guidelines for developing service communications; special considerations of professional service providers; communication tips for professionals
- Managing the firm's physical evidence; the strategic role of physical evidence; the development of services capes; specific tactics for creating service atmosphere; design considerations for high-versus-low-customer-contact service firms

### Module 4:

- People issues – managing service employees; the importance of service personnel; service personnel as boundary spanners; the importance of human resources for service firms; coordination
- People issues – managing service customers; managing customer participation; managing customer waits; managing uncooperative customers; customer relationship management – an introduction
- Defining and measuring customer satisfaction; importance of customer satisfaction; benefits of customer satisfaction; measuring customer satisfaction; understanding customer satisfaction ratings; customer satisfaction surveys; limits of customer satisfaction; customer satisfaction to customer retention

### Module 5:

- What is service quality; difference in quality perspectives between goods and services; diagnosing failure gaps in service quality; measuring service quality – servqual model; more on servqual; service quality information systems
- Types of service failures; customer complaining behaviour; the art of service recovery, evaluating

recovery efforts – perceived justice; service failure and recovery analysis

What is customer retention; benefits of customer retention; customer retention tactics; emerging customer retention programmes; defection management

The historical weakness of marketing in service firms; moving beyond departmentalization and functionalization – the three-tier model of the service firm; building the service logic through cultural change; tactical questions relating to seamlessness – conducting a service audit

### Recommended Text

- Christopher Lovelock, *Services Marketing: People, Technology and Strategy* (New Delhi: Pearson Education, 5th ed)
- Helen Woodruff, *Service Marketing* (New Delhi: Macmillan, 1st ed)
- K Douglas Hoffman and Bateson, John E G *Services Marketing: Concepts, Strategies & Cases* (New Delhi: Thomson South Western, 2006)

## Marketing Research

### Course Objective

The objective of this paper is to familiarize the participants with concepts and Techniques of marketing research and their application in management

### Course Outcome

- Understand the concepts, objectives, and process of marketing research in business decision-making.
- Develop skills in data collection, analysis, and interpretation using appropriate marketing research methods and tools.
- Apply marketing research techniques to identify market opportunities, consumer preferences, and business problems effectively.

### Content

#### Module 1:

What is marketing research; basic and applied research; value and limitations; overview of the research process; users and doers

Variety of applications; client/researcher interface; articulation with decision stages; information systems and marketing research

Research objectives; the research plan

#### Module 2:

The nature of research designs; benefits of research design; major types of research designs; experimental research designs

Data objectives; data types; sources of data; communication approaches; formulating a data plan; general types of data; systematizing the data search; tailoring data to decisions; guides to secondary data; principal sources of secondary data; primary data; methods of collecting primary data

#### Module 3:

Basic concepts of measurement; measurement scaling methods; basic rating scales; specific attitude scales; selecting the appropriate scale to use

Functions of questionnaires; questionnaire design; the observational form

**Module 4:**

- The sampling process; the sampling plan; sampling error; probability sampling methods – simple random sampling, systematic sampling, stratified sampling, cluster sampling; area sampling; non-probability methods – convenience sampling, snowball sampling, judgmental sampling, quota sampling; panels; sampling size decisions
- Field procedures for data collection methods; error sources in field work; managing the field work

**Module 5:**

- Data preparation and processing; analysis and estimation; hypothesis testing; bi-variate analysis; chi-square analysis; correlation; regression analysis; analysis of variance
- Report preparation; types and layout of research report; precautions in preparing the research report; bibliography and annexures; conclusions; suggestions and recommendations; presentations

**Recommended Text**

- Paul E Green, Tull D S and Albaum G, *Research for Marketing Decisions* (New Delhi: Prentice Hall, 5th ed)
- Tull and Hawkins, *Marketing Research: Measurement & Method* (New Delhi: Prentice Hall, 9th ed)
- David J Luck and Rubin, R.S., *Marketing Research* (New Delhi: Prentice Hall, 2008)

## Advertising and Promotion Management

**Course Outcomes**

After successful completion of this course, students will be able to:

1. Understand the concepts, objectives, and functions of advertising and promotion management.
2. Analyze consumer behavior and develop effective advertising strategies.
3. Develop knowledge regarding media planning, budgeting, and promotional tools.
4. Understand the role of digital advertising and integrated marketing communication.
5. Apply advertising and promotional techniques in real business situations.

**Course Objectives**

The objectives of this course are:

- To provide knowledge about advertising and promotional management practices.
- To familiarize students with advertising planning, media selection, and campaign management.
- To understand consumer behavior and communication strategies.
- To develop skills related to sales promotion and integrated marketing communication.
- To enhance creativity and decision-making in advertising and brand promotion.

**Module – I : Introduction to Advertising Management**

- Meaning, nature and importance of advertising
- Objectives and functions of advertising
- Types of advertising
- Advertising process and advertising agencies
- Consumer behavior and advertising response

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- Advertising ethics and social responsibility
- Advertising environment in India
- Role of advertising in marketing communication

#### **Module – II : Advertising Planning and Media Management**

- Advertising planning and strategy
- Market segmentation and target audience
- Message design and copywriting
- Creative advertising appeals
- Media planning and media selection
- Traditional media and digital media
- Advertising budget and scheduling
- Measuring advertising effectiveness

#### **Module – III : Sales Promotion and Integrated Marketing Communication**

- Meaning and importance of sales promotion
- Consumer-oriented and trade-oriented sales promotion
- Public relations and publicity
- Personal selling and direct marketing
- Integrated Marketing Communication (IMC)
- Branding and brand promotion
- Event marketing and sponsorship
- Role of social media in promotion

#### **Module – IV : Digital Advertising and Contemporary Trends**

- Digital advertising and online marketing
- Search engine marketing and social media advertising
- Influencer marketing and content marketing
- Mobile marketing and e-commerce promotion
- Ethical and legal issues in advertising
- Green advertising and socially responsible promotion
- Challenges in modern advertising
- Future trends in advertising and promotion management

#### **References**

1. S.A. Chuna walla & K.C. Sethia – *Foundations of Advertising Theory and Practice*
2. Philip Kotler & Kevin Lane Keller – *Marketing Management*
3. George E. Belch & Michael A. Belch – *Advertising and Promotion*
4. Kazmi & Batra – *Advertising and Sales Promotion*
5. Wells, Burnett & Moriarty – *Advertising: Principles and Practice*
6. Aaker, Batra & Myers – *Advertising Management*
7. Sharma & Singh – *Advertising and Sales Management*
8. Terence A. Shimp – *Integrated Marketing Communication*

**MBA(Marketing) III Semester – Core Papers  
Operation Research**

**Course Objective**

The objective of this paper is to familiarize the participants with concepts and techniques in operations research for application in managerial calculations and real-life managerial situations in future life.

**Course Outcome**

- Understand the concepts, models, and techniques of operations research used in managerial decision-making and problem-solving.
- Analyze business and operational problems using quantitative methods such as linear programming, transportation, and inventory models.
- Apply operations research techniques to optimize resources, improve efficiency, and support effective organizational planning.

**Content**

**Module 1:**

□ Uses, scope and applications of operations research in managerial decision making; decision making environments; decision making under certainty, uncertainty and risk situations; decision tree approach and its applications

**Module 2:**

□ Linear programming (LP); mathematical formulation of LP models for product-mix problems; graphical and simplex method of solving LP problems; sensitivity analysis; duality

**Module 3:**

□ Transportation problem; various methods of finding initial basic feasible solution and optimal solution; assignment model – algorithm and its applications

**Module 4:**

□ Game theory; concept of game; two-person zero-sum game; pure and mixed strategy games; saddle point odds method; dominance method and graphical method for solving mixed strategy game; sequencing problem; Johnsons algorithm for n jobs and two machines, n jobs and three machines; two jobs and m-machines problems

**Module 5:**

□ Queuing theory; characteristics of M/M/I queue model; application of Poisson and exponential distribution in estimating arrival rate and service rate; application of queue model for better service to the customer; replacement problem; replacement of assets that deteriorate with time; replacement of assets which fail suddenly; project management; rules for drawing the network diagram; applications of PERT and CPM techniques in project planning and control; crashing of operations

**Recommended Text**

- V K Kapoor, *Operations Research* (New Delhi: S Chand, 4th ed)
- J K Sharma, *Operations Research* (New Delhi: Pearson Education, 3rd ed)
- N D Vohra, *Quantitative Techniques in Management* (New Delhi: Tata McGraw-Hill, 2001)

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## Management Information System

### Course Objective

The objective of this paper is to familiarize the participants with concepts and techniques of management information systems and their applications in various activities in management and business

### Course Outcome

- Understand the concepts, components, and role of Management Information Systems (MIS) in business organizations.
- Analyze information systems and data management processes for effective managerial planning and decision-making.
- Apply MIS tools and technologies to improve communication, coordination, and organizational efficiency.

### Content

#### Module 1:

□ Concept of data and information; information systems and their classification; operations support system (OSS); management support system (MSS); transaction processing system (TPS); process control system (PCS); enterprise collaboration system (ECS); management information system (MIS); decision support system (DSS)

#### Module 2:

□ Artificial intelligence (AI); applications of artificial intelligence; neural networks; fuzzy logic control system; virtual reality; expert systems (ES); executive information system; cross-functional information systems

#### Module 3:

□ Role of MIS; strategic advantage with MIS; competitive strategy; the value chain and strategic MIS  
□ Using IT for strategic advantage; business process reengineering (BPR); creating a virtual company  
□ Improving business quality; total quality management; becoming an agile company; building a knowledge creating company

#### Module 4:

□ Developing MIS systems; system development life cycle; investigation phase; prototyping; feasibility analysis; system analysis – DFD and ER diagrams; system design  
□ Implementing business systems; testing, documenting, training, conversion and maintenance

#### Module 5:

□ Applications of MIS – Enterprise Resource Planning (ERP)  
Applications of MIS – Customer Relationship Management (CRM)  
□ Security and ethical challenges of IT; ethical responsibility – business ethics, technology ethics, cyber crime and privacy issues

### Recommended Text

- James O'Brien, *Management Information System* (New Delhi: Tata McGraw Hill, 12th ed)

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- Ashok Arora and Bhatia A, *Management Information System* (New Delhi: Excel Books, 1st ed)
- W S Jawedkar, *Management Information System* (New Delhi: Tata McGraw-Hill, 3rd ed)

## **Entrepreneurship Development**

### **Course Objective**

The objective of this paper is to familiarize the participants with concepts, techniques and skills of entrepreneurship and enable them to become successful entrepreneurs

### **Course Outcome**

- Understand the concepts, characteristics, and importance of entrepreneurship in economic and business development.
- Develop entrepreneurial skills and business planning abilities for identifying and managing business opportunities.
- Apply entrepreneurial and managerial techniques for starting, operating, and growing successful business ventures.

### **Content**

#### **Module 1:**

- Entrepreneurship; definition of entrepreneur; internal and external factors; functions of an entrepreneur; entrepreneurial motivation and barriers; classification of entrepreneurship
- Theory of entrepreneurship; concept of entrepreneurship; development of entrepreneurship; culture; stages in the entrepreneurial process

#### **Module 2:**

- Family and non-family entrepreneurs; role of professionals; professionalism versus family entrepreneurs; role of women entrepreneurs; successful entrepreneurs

#### **Module 3:**

- Feasibility analysis; economic, marketing, financial and technical feasibility; project planning; evaluation, monitoring and control of projects; segmentation
- Creativity and the entrepreneurial plan; idea generation, screening and project identification; creative performance; creative problem solving; heuristics, brainstorming, synectics, value analysis and innovation

#### **Module 4:**

- Institutional support for new ventures; supporting organizations; incentives and facilities; financial institutions; small scale industries; government policies for SSIs
- Venture capital; nature and overview; venture capital process; locating venture capitalists

#### **Module 5:**

- International entrepreneurship opportunities; the nature of international entrepreneurship; importance of international issues to the firm; international versus domestic entrepreneurship; stages of economic development

### Recommended Text

- Nina Jacob, *Creativity in Organisations* (New Delhi: Wheeler, 1998)
- Holt, *Entrepreneurship: New Venture Creation* (New Delhi: Prentice-Hall, 1998)
- M J Dollinger, *Entrepreneurship* (New Delhi: Prentice-Hall, 1999)

## Project Management

### Course Objective

The objective of this paper is to familiarize the participants with concepts, techniques and skills of project management and control and their applications in business

### Course Outcome

- Understand the concepts, principles, and processes of project management in planning and executing projects effectively.
- Develop skills in project planning, scheduling, budgeting, and risk management for successful project implementation.
- Apply project management tools and techniques to achieve project objectives within time, cost, and quality constraints.

### Content

#### Module 1:

□ Concept of a project; categories of projects; project development cycle; the concept of project management; tools and techniques of project management; forms of project organizations

#### Module 2:

□ Project identification, project formulation and preparation; market and demand estimation; market survey; demand forecasting; technical factors – material inputs, technology, production, plant capacity, location and site; civil works, charts, layouts, work schedule;

#### Module 3:

Cost of project, means of financing, estimates of cost, financial projections, technical, economic, financial, legal and social appraisal of industrial projects;

#### Module 4:

Problems arising due to rate of discount, wage rate; treatment of taxes; social cost benefits; treatment of risk and uncertainty; sensitivity analysis and probability approach – single as well as multiple projects

#### Module 5:

□ Project scheduling; network techniques for resource; cost budgeting and scheduling; project management teams and coordination; monitoring and post implementation; evaluation of the project; project financing

### Recommended Text

- S Chaudhary, *Project Planning and Control* (New Delhi: Vikas Publishing)
- B B Goyal, *Project Management: A Development Perspective* (New Delhi: Deep and Deep)
- Prasanna Chandra, *Project: Preparation, Appraisal, Budgeting and Implementation* (New Delhi: Tata McGraw Hill, 5th ed)

## Corporate Governance, Values and Ethics

### Course Objective

The objective of this paper is to familiarize the participants with concepts, and practices in corporate governance and an understanding of values and ethics for application in organizational life

### Course Outcome

- Understand the concepts, principles, and importance of corporate governance, values, and ethics in business organizations.
- Analyze ethical issues and governance practices affecting corporate accountability, transparency, and social responsibility.
- Apply ethical values and corporate governance principles in managerial decision-making and professional conduct.

### Content

#### Module 1:

□ Issues in and need of corporate governance; codes; code of corporate practices; social responsibility of corporates; corporate social reporting; corporate governance and the role of Board of Directors; corporate governance system worldwide; corporate disclosure and investor protection in India

#### Module 2:

□ Indian value system and values; teaching from scriptures and traditions – Bhagvad Gita, Ramayana, Mahabharata, Upanishadas, Vedas, Bible and Quran

#### Module 3:

□ Ethical issues in capitalism and market systems; ethics and social responsibility; ethics and marketing; ethics in finance; ethics and human resource management; ethics and information technology; ethical theories and approaches; intellectual property rights like designs, patents, trade marks and copyrights.

#### Module 4:

□ Global industrial competition; information technology; competitive strategy; benchmarking; total quality management; brand building;

#### Module 5:

promotional strategies; corporate restructuring; mergers and acquisitions; supply chain management; horizontal organizations; diversifications; the Indian scene

### Recommended Text

- U C Mathur, *Corporate Governance and Business Ethics* (New Delhi: McMillan)
- S SIyer, *Managing for Value* (New Delhi: New Age Publishers, 2002)
- S K Bhatia, *Business Ethics and Managerial Values* (New Delhi: Deep and Deep Publishers, 2000)

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## MBA(Marketing) III Semester – Functional Elective

### Sales and Distribution Management

#### Course Objective

The objective of this paper is to familiarize the participants with concepts and tools and techniques of sales and distribution management and their application to solution of managerial problems

#### Course Outcome

- Understand the concepts, functions, and importance of sales and distribution management in business organizations.
- Analyze sales strategies, distribution channels, and customer relationship practices for effective market coverage and sales performance.
- Apply sales and distribution management techniques to improve product delivery, customer satisfaction, and organizational profitability.

#### Content

##### Module -1

- Steps in designing and managing a sales force; sales manager's duties and responsibilities; sales management – formulation of sales strategy; different sales strategies; methods of selling; generating profits
- Changing face of personal selling; efficacy of personal selling; theories of personal selling

##### Module -2.

- Functions of sales organizations; role of sales administration; role of sales organization; developing a sales organization; field sales organization
- Recruitment and selection; training of representatives; compensation and motivation of sales force; salesman's compensation and motivation; monitoring and performance appraisal; planning of promotions of sales force

##### Module -3

- What is sales forecasting; methods of sales forecasting; sales quotas; territory management; sales forecasting and global factors
- Significance of a sales budget; sales budget; sales control; sales audit; credit control; market share analysis
- Sales management information system; sales training; relationship marketing; internet as an emerging selling technique; direct marketing
- Sales display and sales promotion; sales promotion strategies; sales promotion budget and evaluation; types and techniques of sales promotion

##### Module -4

- Basic concepts of the distribution system; setting distribution objectives; developing channel design; definitions of physical distribution
- Channel management and channel strategy; channel strategy decisions; key issues in determining channel requirement; wholesaling; retailing; marketing and channel flows; a checklist for selecting the most appropriate channels; the channel decision
- Objectives of channels of distribution; flows in channels of distribution; pattern of distribution

participants of the channel system

#### Module -5

- Channel decisions; motivation of intermediaries; motivational tools and control areas; motivational tools for distributors and their salesforce; remuneration of the salesperson
- Transportation; modes of transportation; distribution agreement; warehouses

#### Recommended Text

- Richard R Steel, Cundiff E W, Govani N A P, *Sales Management: Decisions, Strategies and Cases* (New Delhi: Pearson Education, 5th ed)
- A T Coughlan, L W Stern, A I El-Ansary, E Anderson, *Marketing Channels* (New Delhi: Prentice Hall, 6th ed)
- S L Gupta, *Sales and Distribution Management: Text and Cases – an Indian Perspective*, (New Delhi: Excel Books, 2005)

### Retail Management

#### Course Objective

The objective of this paper is to familiarize the participants with concepts and tools and techniques of retail management and their application to solution of managerial problems

#### Course Outcome

- Understand the concepts, functions, and importance of retail management in the retail business environment.
- Analyze retail operations, consumer behavior, and merchandising strategies for effective retail planning and management.
- Apply retail management techniques related to store operations, inventory control, customer service, and sales promotion.

#### Content

##### Module 1:

- Retailing; retailing industry and economy; retail industry in India; characteristics of retailing; functions of retailing; categorizing retailers; retailing channels; retail formats; relationship between retailers and their suppliers; retail strategy
- Changing structure of retailing; theories of structural change in retailing; classification of retail units; variety of merchandising mix; methods of customer interaction

##### Module 2:

- Organized retailing; traditional retail formats; cooperatives and government formats; modern retail formats; geographical markets; retailing in rural India
- Consumer decision-making; stages in the decision process; types of consumer decision-making; consumer decision rules; consumers' image of retail stores; customer profile

##### Module 3:

- Market segmentation; benefits of market segmentation; segmenting, targeting and positioning; criteria for segmentation; kinds of markets; market targeting – choosing segments to focus; customer profile

□ Importance of location decision; levels of location decision; types of retail locations; types of consumer goods and location decisions; site selection analysis; selection of a particular shopping centre or market area; estimate of store sales; how to make a traffic count; retail location theories; location assessment procedures

#### **Module 4:**

□ Product management; brand management; merchandise management; model stock plan; types of suppliers; criteria for selection of suppliers; category management; merchandise management planning in various retail sectors

Atmospherics; store space management; walls as retail selling tools; colour planning; physical materials in store designing; atmospherics in internet marketing

□ External influences on retail pricing strategy; developments in retail prices; retail pricing objectives; retail pricing – approaches and strategies; consumer responsiveness to prices; role of price elasticity and sensitivity

#### **Module 5:**

□ Selection of promotion mix; advertising; media selection; sales promotion; personal selling; publicity

□ Evolution of relationship marketing; relationship marketing strategies in retailing; relationship marketing in the organized versus unorganized retail sector

#### **Recommended Text**

- Michael Levi M and Weitz B W, *Retailing Management* (New Delhi: Tata McGraw Hill, 5th ed)
- B Berman and Evans J R, *Retail Management* (New Delhi: Pears Education, 9th ed)
- Chetan Bajaj, Tuli, R and Srivastava, N V, *Retail Management* (New Delhi: Oxford University Press, 2005)

### **Green Marketing and Sustainable Business Practices**

#### **Course Outcomes**

After successful completion of this course, students will be able to:

1. Understand the concepts and importance of green marketing and sustainability.
2. Analyze environmentally responsible business practices and sustainable development strategies.
3. Develop knowledge regarding green consumer behavior and eco-friendly marketing approaches.
4. Evaluate the role of organizations in environmental protection and social responsibility.
5. Apply sustainable business practices in managerial decision-making.

#### **Course Objectives**

The objectives of this course are:

- To introduce students to the concepts of green marketing and sustainable business.
- To create awareness regarding environmental issues and corporate sustainability.

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- To understand green consumer behavior and eco-friendly business strategies.
- To familiarize students with sustainable production, packaging, and supply chain practices.
- To encourage responsible and ethical business practices for long-term development.

#### **Module – I: Introduction to Green Marketing and Sustainability**

- Meaning and concept of Green Marketing
- Evolution and importance of Green Marketing
- Concepts of Sustainability and Sustainable Development
- Triple Bottom Line Approach: People, Planet and Profit
- Environmental issues and business responsibilities
- Green consumerism and eco-conscious consumers
- Role of government and regulatory agencies in environmental protection

#### **Module – II: Green Marketing Strategies and Consumer Behaviour**

- Green product development
- Green pricing strategies
- Green promotion and eco-labeling
- Green distribution and logistics
- Consumer behavior towards green products
- Factors influencing green buying behavior
- Green branding and positioning
- Challenges in green marketing implementation

#### **Module – III: Sustainable Business Practices**

- Sustainable production and operations management
- Sustainable supply chain management
- Waste management and recycling practices
- Energy conservation and renewable resources
- Corporate Social Responsibility (CSR) and sustainability
- Environmental auditing and reporting
- Green finance and sustainable investment
- Role of technology in sustainable business

#### **Module – IV: Contemporary Issues and Future Trends**

- Climate change and business sustainability
- Circular economy and sustainable consumption
- Ethical business practices and corporate governance
- Green entrepreneurship and innovation
- International environmental agreements and standards
- Sustainability reporting frameworks
- Digital transformation and sustainability
- Future trends in green marketing and sustainable business

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## References

1. Jacquelyn A. Ottman – *Green Marketing: Opportunity for Innovation*
2. Philip Kotler – *Marketing Management*
3. John Grant – *The Green Marketing Manifesto*
4. C.R. Kothari – *Environmental Studies and Sustainable Development*
5. P. Subba Rao – *Business Environment*
6. Michael Hopkins – *Corporate Social Responsibility and International Development*
7. Daniel Esty & Andrew Winston – *Green to Gold*
8. Government of India Publications on Environmental Sustainability and CSR

  
Rajendra  
Mewar University  
Gangrar, Chittorgarh

  
Director  
Centre For Distance and Online Education  
Mewar University, Gangrar, Chittorgarh (Raj.)