

Barkatullah University, Bhopal

Approved by Board of Studies Management



Faculty of Management

Syllabus & Prescribed Books

(Revised)

M.B.A

First Semester

From the Session 2016-17



BARKATULLAH UNIVERSITY, BHOPAL

Proposed M.B.A. (Full Time) Course curriculum: Batch 2016-18

FIRST YEAR *SEMESTER I*

1.	CP - 101	Management Concepts & Practices	100
2.	CP - 102	Quantitative Methods	100
3.	CP - 103	Managerial Economics	100
4.	CP - 104	Communication Skills	100
5.	CP - 105	International Business Environment	100
6.	CP - 106	Accounting For Managers	100
Total Marks			600

SECOND YEAR *SEMESTER III*

13.	CP - 301	Business Policy & Strategic Analysis	100
14.	CP - 302	Management Information System & Decision Support System	100
15.	CP - 303	Specialisation - 1, Paper - I	100
16.	CP - 304	Specialisation - 1, Paper - II	100
17.	CP - 305	Specialisation - 2, Paper - I	100
18.	CP - 306	Specialisation - 2, Paper - II	100
Total Marks			600

SEMESTER II

7	CP - 201	Organisational Behaviour	100
8	CP - 202	Human Resource Management	100
9	CP - 203	Financial Management	100
10	CP - 204	Marketing Management	100
11	CP - 205	Research Methodology	100
12	CP - 206	Project Management	100
Total Marks			600

SEMESTER IV

19.	CP - 401	Compressive Viva	100
20.	CP - 402	Business Legislation	100
21.	CP - 403	Entrepreneurship Development & Management	100
22.	CP - 404	Specialisation - 1, Paper - III	100
23.	CP - 405	Specialisation - 1, Paper - IV	100
24.	CP - 406	Specialisation - 2, Paper - III	100
25.	CP - 407	Specialisation - 2, Paper - IV	100
Total Marks			700
Total Marks			2500

DISTRIBUTION OF MARKS

Sem. - I 600

Sem. - II 600

Sem. - III 600

Sem. - IV 700

Total Marks (2500)

EXTERNAL EVALUATION IN EACH PAPER OF 80 MARKS

Sec. A (4*8)

32 Marks

Sec. B (3*16)

48 Marks

Total - 80 Marks

INTERNAL EVALUATION IN EACH PAPER OF 20 MARKS

Mid Term Test - 50%

Seminar - 30%

Class Performance - 20%



BARKATULLAH UNIVERSITY, BHOPAL

Proposed M.B.A. (Full Time) Course curriculum: Batch 2016-18 List of Specialisations Papers w.e.f. Session 2017-19

**Students are required to study all core papers and opt any two-specialization area
in MBA Sem. III & Sem. IV**

SPECIALISATIONS

MARKETING MANAGEMENT

FSM - 1	Consumer Behaviour
FSM - 2	Advertising Management
FSM - 3	Sales & Distribution Management
FSM - 4	Service Marketing

RETAIL MANAGEMENT

FSR - 1	Retail Concepts and Practices.
FSR - 2	Marketing Concepts in Retail Management.
FSR - 3	Management of Retail Operations
FSR - 4	Retail Merchandising and Supply Chain Management

HUMAN RESOURCE MANAGEMENT

FSO - 1	Management Of Industrial Relations
FSO - 2	Management Training And Development
FSO - 3	Human Resource Planning And Development
FSO - 4	Compensation Management

FINANCIAL MANAGEMENT

FSF - 1	Security Analysis And Investment Management
FSF - 2	Working Capital Management
FSF - 3	Management Of Financial Services
FSF - 4	Strategic Corporate Finance

BANKING AND FINANCIAL SERVICES MANAGEMENT

FSB - 1	Management of banking and Insurance Institutions
FSB - 2	Financial Planning & Wealth Management
FSB - 3	Financial Institutions & Markets
FSB - 4	Financial Risk Management

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(Revised)**

M.B.A

First Semester

From the Session 2016-17

MANAGEMENT CONCEPTS & PRACTICES

COURSE NO. CP: 101

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES:

The objective of this paper is to familiarize the student with basic management concepts and behavioural processes in the organization.

COURSE CONTENTS :

Unit – I Management- Objectives, Overview, process, function, skills and role. Nature and significance, Management and society (Environment)

Unit – II Evaluation of management thoughts; F. W. Taylor, Henry Fayol, Elton Mayo, P. C. Bernard, Lickart and Weber (theories of management), Recent trends and future challenges of management .

Unit – III Planning- Concepts, Importance, type and process, strategic management-overview and process; MBO, MBE, Decision making- concepts, process, types, techniques and importance.

Unit – IV Organization- principles, structure, process, importance, organizational design, Departmentation, span of control, delegation, decentralization, staffing, meaning, scope, features, steps and process.

Unit – V Directing and controlling- Motivation, moral and productivity, leadership, communication, organizational controlling, nature, process, techniques, coordination.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers) 4 out of 8 4 x 8 = 32 Marks.

Sec. B: (Essay type & case) 3 out of 5 3 x 16 = 48 Marks.

SUGGESTED READINGS:

1. Luthans, F. Organizational Behaviour. 7th ed., New York, McGraw Hill, 1995.
2. Stoner, J. etc. Management. 6th ed., New Delhi, Prentice Hall of India, 1996
3. Chandan J., Organizational Behaviour, Vikas Publication
4. Koontz O Donnel, Principals of Management.

QUANTITATIVE METHODS

COURSE NO. CP: 102

Max. Marks (Ext. Exam): 80
Min. Pass Marks : 32

OBJECTIVES :

The objective of the course is to make the students familiar with some basic statistical and linear programming techniques. The main focus, however, is in their applications in business decision making.

COURSE CONTENTS :

- Unit – I Statistical basis of managerial decision: Frequency distribution and graphic representation of frequency distribution, Measures of Central Tendency – Mean, Median, Mode, Requisite of ideal measures of Central techniques, Merits, Demerits of Mean, Median Mode and their managerial application.
- Unit – II Dispersion Measures of dispersion range, Q.D., M.D., S.D., coefficient of variation, skewness, kurtosis.
- Unit – III Theory of Probability and probability distribution – Mathematical probability, Trial and event, sample space, Simple problem based on sample space, Binomial, Poisson, Normal distribution and their application in business decision making.
- Unit – IV Correlation and regression analysis – Karl Pearson's coefficient of correlation, rank correlation, repeated ranks, Spearman's rank correlation, regression equation, Regression coefficient, Time Series analysis and forecasting.
- Unit – V Sampling Concept and Theory Z-test and T-test for difference of Means and management test in management F-test.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS:

1. Gupta, S.P. and Gupta M.P. 'Business Statistics'. New Delhi, Sultan Chand, 1997.
2. Levin Richard I and Rubin David S. 'Statistics for Management'. New Jersey, Prentice Hall Inc., 1995.
3. Elhance, 'Fundamental of statistics for Management'.
4. "Statistics for Management". T.N.Srivastava and shailaja Rego, TMH education.

MANAGERIAL ECONOMICS

COURSE NO. CP: 103

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES :

The objectives of this course is to acquaint the students with concepts and techniques used in Micro – Economic Theory and to enable them to apply this knowledge in business decision-making. Emphasis is given to changes in the nature of business firms in the context of globalisation.

COURSE CONTENTS :

- Unit – I** Concepts and Techniques – Nature and Scope of Managerial Economics, Application of Economics in Managerial Decision Making – Marginal Analysis; Theory of Demand – demand functions, income and substitution effects, demand forecasting.
- Unit – II** Production and Cost – returns to scale, cost curves, break-even analysis; economies of Scale, Theory of firm – profit maximization, sales maximization.
- Unit – III** Market Structure – Price and output decision under different market structures, price discrimination, non-price competition.
- Unit – IV** Macro Economics–Aggregates and Concepts, GNP and GDP, Concept and Measurement of National Income: Determination of National Income.
- Unit – V** Money Supply and Monetary Policy, Fiscal Policy: Aggregate Consumption – Gross Domestic Savings, Gross Domestic Capital Formation – WPI, CPI and Inflation. Consumption Function.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Adhikary, M. 'Business Economics', New Delhi, Excel Books, 2000.
2. Chopra, O.P. 'Managerial Economics'. New Delhi Tata McGraw Hill 1985.
3. Divedi D. N. , 'Managerial Economics', Vikas Publication.
4. Varshney R.L. & Maherhwari R. L., 'Managerial Economics'.
5. Koutsoyiannis, A. 'Modern Mico-Economics', New York, Macmillan, 1991.

COMMUNICATION SKILLS

Course No. CP: 104

Max. Marks : 80

Min. Pass Marks : 32

OBJECTIVES:

The objective of this paper is to equip the students with the necessary skills and techniques of business communication.

COURSE CONTENTS:

UNIT I : Communication : Meaning, nature, need types of communication: Oral, Written & non verbal, Upward, Downward & Lateral, Theories of communication, Process of communication, Barriers to effective communication.

UNIT II : Written Strategies: Letter Writing, Types of Business Letters, Do's & Don'ts of business letters, Business letters, Business Memos, resume writing, Essentials of resume writing, Importance of resume and covering letter.

UNIT III : Communication for employment: Strategies to develop effective communication skills, speeches, public speaking, Interviews group discussion, conferences, Effective Listening, and Grapevine communication.

UNIT IV : Type of Non verbal Communication: Meaning and importance Kinesics, Proxemics, Chronemics, Paralanguage and Artefacts, Business Etiquettes: Dressing & Grooming, Business Meals, Table Manners.

UNIT V : Report Writing: Types and structure of reports, Drafting of reports. Introduction to electronic communication, designing and delivering business presentations.

SCHEME OF EXAMINATION:

Total Marks: (Internal 20, External 80) = 100 Marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4x8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3x16 = 48 Marks.

SUGGESTED READINGS :

1. Rodriques, M.V., Effective Business Communication, Concept Publishing Company, Delhi, 2003.
2. Rayudo. C.S., Communication, Himalaya Publishing House, Delhi 2008.
3. Sinha, K.K., Business Communication, Galgoita Publishing Company, New Delhi, 2006.
4. Raymond V. Lesikar, John D. Pettit, Jr, Business Communication – Theory and Application, AITBS Publishers & Distribution, Delhi, 1999.
5. Herta A. Murphy, Herbert W. Hildebrandt, Jane P. Thomas, Effective Business Communication, Tata McGraw – Hill Publishing Company Limited, New Delhi, 2008.
6. Diwan Parag, Business Communication, Excel Books, New Delhi, 1997.

INTERNATIONAL BUSINESS ENVIRONMENT

COURSE NO. CP: 105

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES:

The primary Objectives of this course is to acquaint the students to emerging global trends in business environment.

COURSE CONTENTS:

- Unit – I** International Business : An Overview – Types of International Business; The External Environment. The Economic and Political Environment, The Human Cultural Environment.
- Unit – II** Balance of Payments, WTO and its importance for Indian Business, International Monetary Fund (IMF), World Bank (IBRD).
- Unit – III** Exchange rate determination, Fixed and Flexible exchange rate, Convertibility of Rupee and its implication, Foreign Institutional Investors (FII), Foreign Direct Investment (FDI), Euro-Currency.
- Unit – IV** Regional Blocks; Internationalization of Service Firms, Export Management; Joint Ventures and Global Competitiveness.
- Unit – V** Globalization and Human Resource Development; Globalization with Social Responsibility.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS

1. Alowrth, Julian S. The Finance, Investment and Taxation Decisions of Multinational London, Basil Blackwell 1988.
2. Bhalla, V K and S. Shivaramu, International Business Environmental and Business New Delhi, Anmil 1995.
3. Bhalla, V K International Economy, Liberalisation Process, New Delhi, Anmol, 1993.
4. Daniel, John D and Radebangh, Lee H International Business 5th ed., New York, Addison Wesley, 1989.

ACCOUNTING FOR MANAGERS

COURSE NO. CP-106

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES:

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning decision-making and control.

COURSE CONTENTS:

- Unit – I** Financial Accounting – Concept, Importance and Scope, Principles of Double Entry, Ledger Accounting, Preparation of Trial Balance.
- Unit – II** Preparation of Financial Statements – Profit and Loss Account and Balance Sheet; Depreciation Accounting.
- Unit – III** Financial Statement analysis – Comparative Statement; Common Size Statements; Ratio analysis, Cash flow and fund flow analysis.
- Unit – IV** Management Accounting – concept; Needs, Importance; Basic concepts of: Budget, Budgetary control and Zero Base Budgeting.
- Unit – V** Cost Accounting – Records and Processes, Types of cost, cost sheet, Basic concepts of: standard costing and variance Analysis.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

- | | | |
|-----------------------------|------------|--------------------|
| Sec. A: (Short Answers) | 4 out of 8 | 4 x 8 = 32 Marks. |
| Sec. B: (Essay type & case) | 3 out of 5 | 3 x 16 = 48 Marks. |

SUGGESTED READINGS:

1. Anthony R n and Reece, J. S. ‘Accounting Principles’, 6th ed. Homewood, Illinois Richard D, Irwin, 1995.
2. Bhattacharya S K and Dearden J. ‘Accounting for Management’. Text and Cases. New Delhi, Vikas 1996.
3. Sharma & Gupta, ‘Management Accounting’ Kalyani Publication.
4. Pandey I. M. , ‘Management Accounting’, Vikas Publication.
5. RAC. Ram Gopal, “Accounting for managers,” New Age Publisher
6. Accounting for non specialized by Jones, Wiley

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(Revised)

M.B.A

Second Semester

From the Session 2016-17

ORGANISATIONAL BEHAVIOUR

Course No. CP : 201

Max. Marks : 80

Min. Pass Marks : 32

OBJECTIVES:

Organizational behaviour provides the knowledge base understanding of behaviour within organizations. OB equips student with tools to effectively manage individuals and groups within organizations and offers a better understanding of organizational culture.

COURSE CONTENTS:

UNIT I : Understanding Organizational behaviour: Levels of analysis within OB – individual, group and organization; challenges and opportunities for OB; relationship of OB with other fields.

UNIT II : Foundation of individual behaviour; learning theories; Perception: factors influencing Perception; Personality, Attitudes, Job satisfaction and Values.

UNIT III: Motivation: concept and process; Motivation theories: Maslow, McGregor, Herzberg, Alderfor's, Vroom, Porter & Lawler and Equity theory; Motivating employee techniques; Group: nature, functions & development.

UNIT IV: Organisational Culture & Climate; Organisational conflicts Type, Causes and Management; Johari Window and Transactional Analysis; Emotional Intelligence; Knowledge Management; Power & Politics; Negotiation.

UNIT V : Organisational Change: Forces for change; Resistance to change; Managing change; Stress; Concept, Sources of Stress, Consequences, Management of Stress; Burnout: Causes and Handling of Burnout; Managing diversity in organization.

SCHEME OF EXAMINATION:

Total Marks: (Internal 20, External 80) = 100 Marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers) 4 out of 8 4x8 = 32 Marks.

Sec. B: (Essay type & case) 3 out of 5 3x16 = 48 Marks.

Suggested Readings:

1. Baron, R.A. and Greenbeg. J (Behaviour in organization. Pearson India).
2. Luthans, F., "Organizational Behaviour", 7th ed. New York, McGraw Hill, 1995.
3. Chandan, J., "Organizational Behaviour", Vikas Publishing House Pvt. Ltd.
4. Udai Pareek, "Organizational Behaviour", Oxford University Press, 2004.
5. Robbins, S.P., Judge, T. A and Sanghi, S. (2007). Organisational Behaviour Dehil : Pearson Education.
6. Khandwalla, P. N. (1992). Organization Design for excellence, new Delhi: Tata McGraw Hill.
7. Davis, K. Human Behaviour at work. New Delhi. Tata McGraw Hill.

HUMAN RESOURCE MANAGEMENT

COURSE No. CP : 202

Max. Marks (Ext. Exam) : 80

Min. Pass Marks : 32

OBJECTIVES :

In a complex world of industry and business, organizational efficiency is largely dependent on the contribution made by the members of the organization. The Objectives of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

COURSE CONTENTS:

Unit – I Concepts and Perspectives on Human Resource Management; Human Resource Management in a changing Environment; Corporate Objective and Human Resource Planning;

Unit – II Career and Succession Planning; Job Analysis and Role Description; Methods of Manpower Search; Attracting and Selecting Human Resources.

Unit – III Induction and Socialization; Manpower Training and Development.

Unit – IV Performance Appraisal and Potential Evaluation; Job Evaluation & Wage Determination.

Unit – V Employee Welfare; Industrial Relations & Trade Unions; Dispute Resolution & Grievance Management; Employee Empowerment;

SCHEME OF EXAMINATION

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers) 4 out of 8 4 x 8 = 32 Marks.

Sec. B: (Essay type & case) 3 out of 5 3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Aswathappa, K. 'Human Resource and Personnel Management', Tata McGraw-Hill, New Delhi, 1997.
2. Edwin B. Flippo, 'Personnel Management', New York, Mc Grew Hill Book Company, International Edition, 1984.
3. Monappa, A & Saiyadain M. 'Personnel Management', 2nd ed., New Delhi, Tata McGraw-Hill, 1966.
4. Pattnayak, 'Human Resource Management', Prentice Hall of India.
5. Mamoria C.B., 'Personnel Management', Himalaya Publication.
6. R.S. Dwivedi, 'Managing Human Resource', Galgotia Publishing Ltd.

FINANCIAL MANAGEMENT

COURSE NO. CP : 203

Max. Marks (Ext. Exam) : 80

Min. Pass Marks : 32

OBJECTIVES :

The purpose of this course is to acquaint the students with the broad framework of financial decision-making in a business unit.

COURSE CONTENTS :

- Unit – I** Aims and Objectives of Financial Management; Du pont Analysis, Economic value Added, Cost – Volume Profit Analysis.
- Unit –II** Instruments of long term finance, share capital, Debentures/Bonds, Hybrid Instruments, Venture capital, Time value of money, operating leverage, Financial Leverage & Combined Leverage.
- Unit –III** Cost of Different sources of Raising Capital, Weighted Average cost of Capital; Capital Structure Theories & optimum capital structure.
- Unit – IV** Capital Budgeting, Methods of capital Budgeting- Traditional methods, pay back period, ARR, Discounted cash flows, NPV, IRR, Profitability Index.
- Unit – V** Management of Working Capital-Cash Receivables and Inventory management. Internal Financing and dividend Policy.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Hampton, John, 'Financial Decision Making', Englewood Cliffs, New Jersey, Prentice Hall Inc. 1997.
2. Van Home, James C. 'Financial Management and Policy', 10th ed, New Delhi, Prentice Hall of India, 1997.
3. Pandey I. M., 'Financial Management', Vikas Publication.
4. Khan & Jain, 'Financial Management', Tata Mc Graw Hill.
5. Prasanna Chandra., 'Financial Management', Tata Mc Graw Hill.
6. Sharma & Gupta, 'Financial Management', Kalyani Publication.
7. Financial Management, Shah, Wiley.

MARKETING MANAGEMENT

COURSE NO. CP: 204

Max. Marks (Ext. Exam) : 80
Min. Pass Marks : 32

OBJECTIVES:

The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

COURSE CONTENTS:

- Unit –I Nature and scope of marketing, Corporate orientations towards the marketplace. The Marketing Environment and Environment Scanning;
- Unit –II Marketing information system and Marketing research, Understanding consumer and Industrial markets, market segmentation, Targeting and positioning;
- Unit –III Product decisions, product mix, product life cycle, new product development, branding and packaging decisions, Pricing methods and strategies, Promotion decision- promotion mix, advertising, sales promotion, publicity and personal selling;
- Unit –IV Channel management-selection, co-operation and conflict management, vertical marketing implementation and systems, Organizing and implementing Marketing in the organization;
- Unit–V Evaluation and control of marketing efforts; New issues in marketing- Globalization, Consumerism, Green marketing, Legal issues.

SCHEME OF EXAMINATION

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Enis, B.M. 'Marketing Classics: A Selection of Influential Articles', New York, McGraw Hill, 1991.
2. Kotler, Philip and Armstrong, G. 'Principles of Marketing', New Delhi, Prentice Hall of India, 1997
3. Kotler, Philip, 'Marketing Management Analysis, Planning, Implementation and Control', New Delhi, Prentice Hall of India 1994
4. Ramaswamy, V S and Namakumari, S. 'Marketing Management Planning Control', New Delhi, MacMillan, 1990
5. Stanton, William, J. 'Fundamentals of Marketing', New York, McGraw Hill, 1994.
6. Neelamegham, S. 'Marketing in India: Cases and Readings', New Delhi Vikas, 1988.
7. Saxena Rajan., 'Marketing Management', Tata McGraw Hill.
8. Sontakki C.N., 'Marketing Management', Kalyani Publication.

RESEARCH METHODOLOGY

COURSE No. CP : 205

Max. Marks (Ext. Exam) : 80

Min. Pass Marks : 32

OBJECTIVES :

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

COURSE CONTENTS:

- Unit – I Introduction to Research Methodology - Meaning, Objectives, Significance of Research in Management; Importance and scope of Research Methodology.
- Unit – II Research Process - Defining Research Problem; Setting of Hypothesis; Research Design – Exploratory, Descriptive and Experimental Research Designs;
- Unit – III Sampling Design - Steps in Sampling Design; Criteria of Selecting a Sampling Procedure, Characteristics of Good Sample Design; Types of Sample Design;
- Unit – IV Data Collection-Primary and Secondary data; Observational and Survey Methods; Questionnaire Design; Processing of Data – Editing, Coding, Classification, Field Work and Tabulation of Data;
- Unit – V Analysis and Report Writing - Selection of Appropriate Statistical Techniques; Parametric Test for hypothesis testing – t - test, Chi – Square test; Characteristics of Non Parametric Test; One-way ANOVA; Report writing.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Bennel, Roger; 'Management Research', ILO,.
2. Gupta, S.P. 'Statistical Methods', 30th ed., Sultan Chand, New Delhi, 2001.
3. Golden, Biddle, Koren and Karen D. Locke; 'Composing Qualitative Research', Sage Pub. 1997.
4. Kothari C.R., 'Research Methodology', Wishwa Prakashan.
5. Dwivedi R.S., 'Research Methods in Behavioural Sciences', Macmillan.

PROJECT MANAGEMENT

Course No: CP- 206

Max Marks: Ext Ex: 80

Min Pass Marks : 32

OBJECTIVE:

To familiarize the students with the fundamental concepts and methods of Project Management, Evaluation, Financing and Control.

COURSE CONTENTS :

- Unit - I:** Planning – Overview; Strategy and Capital Allocation; Generation and Screening of Project Ideas
- Unit – II:** Analysis – Market and Demand Analysis, Technical analysis, Financial Estimates and projections.
- Unit – III:** Selection: Basic Techniques – The Time Value of Money, Investment Criteria, Project Cash flows, The Cost of Capital, Stand – Alone Risk Analysis; Portfolio Theory and Capital Budgeting.
- Unit IV:** Financing: Financing of infrastructure and other Projects, its Capital Structure & Methods of Offering; Venture Capital and Private Equity
- Unit V:** Project Implementation and Review– Evaluation and Control; Project Network Techniques; use of PERT and CPM . Cost and Time overrun; Administrative aspects of Project Review.

SCHEME OF EXAMINATION:

Total Marks: (Internal 20, external 80) = 100 Marks

PATTERN OF EXTERANL EVALUATION:

Sec A: (Short answer) 4 out of 8 4x8 = 32 Marks

Sec B: (Essay type and case) 3 out of 5 3x16 = 48 Marks

REFERENCE BOOKS:

1. Projects, Planning Analysis, Selection, Implementation & Review – Prasanna Chandra. Tata McGrawhill India Ltd.,
2. Richman, Larry. (2008). Project Management: Step-by-step. Prentice Hall India
3. David I. Cleland – Project Management: Strategic Design and Implementation – Mcgraw – Hill Inc.
4. Text Book of Project Management, P.Gopalakrishnan and VE Rama Moorthy – Mcmillan India Ltd.,
5. Project Management and Control – Narendra Singh – Himalaya Publishing House.

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Syllabus & Prescribed Books

(Revised)

M.B.A

Third Semester

From the Session 2016-17

BUSINESS POLICY AND STRATEGIC ANALYSIS

COURSE NO. CP: 301

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES :

The objective of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top executives.

COURSE CONTENTS :

UNIT-I Business Policy as a field of Study: General Management Point of View; Vision; Mission, Objectives and Policies;

UNIT-II Environmental Analysis and Internal Analysis; SWOT Analysis;

UNIT-III Tools and Techniques for Strategic Analysis; Impact Matrix; The Experience Curve; BCG Matrix; GEC Model. II

UNIT-IV Industry Analysis; Concept of Value Chain;

UNIT-V Framework for Analysing Competition; Competitive Advantage of a Firm.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers) 4 out of 8 4 x 8 = 32 Marks.

Sec. B: (Essay type & case) 3 out of 5 3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Ansoff, H Igor, Implanting Strategic Management Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984
2. Budhiraja; S B and Athereya, M B. Cases in Strategic Management New Delhi, Tata MaGraw Hill, 1996
3. Christensen, C. R. etc. Business Policy; Text and Cases, 6th ed., Homewood Illinois, Richard D. Irwin, 1987
4. Glueck, Willam F. Strategic Management and Business Policy, 3rd ed New York, McGraw Hill, 1988
5. Hax, A C and Majluf, NS. Strategic Management Englewood Chiffs, New Jersey, Prentice Hall Inc. , 1984
6. Hamel, G and Prahlad, C. K. Competing for the Future Boston, Harvard Business School Press, 1994
7. Peters, Tom. Business School in a Box New York, Macmillan, 1995.
8. S. Lomesh & P.K.Mishra, Business Policy & Strategic Management, Vikas Pub. House.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

DECISION SUPPORT SYSTEMS AND MANAGEMENT INFORMATION SYSTEM

COURSE NO. CP: 302

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES:

The objective of the courses to develop the basic understanding of the decision support system of the artificial intelligence for business organisation.

COURSE CONTENTS :

- Unit – I Management Information System: basics; System Concepts; System entropy; Subsystems – basics, decomposition / simplification; System types; Value of Information.
- Unit – II Frame works – major trends and applications of information technology; System Analysis & Design: Systems Development Methodologies – SDLC & Prototype approach, Case Study.
- Unit – III Managerial Decision Making : Decision basics; Decision types; Certainty, Uncertainty, Risk-taking, Decision making process; Problem solving techniques; DSS Overview.
- Unit – IV DSS – relevance/scope/characteristics/capabilities/components; DSS v/s MIS; DBMS : Sources of data – data file/database environment; data models – relevance of relational data base design in DSS.
- Unit – V Dialog generation system : User interface – graphics, menus, forms; DSS generators; DSS development : steps in designing/identification of decision/, building of DSS/implementation/performance testing.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

- | | | |
|-----------------------------|------------|--------------------|
| Sec. A: (Short Answers) | 4 out of 8 | 4 x 8 = 32 Marks. |
| Sec. B: (Essay type & case) | 3 out of 5 | 3 x 16 = 48 Marks. |

SUGGESTED READINGS :

1. Keen, Peter G. W. : Decision Support System an Organisational Perspective Addison-Wesley Pub.
2. Theierauff, Robert J. Decision Support System for- effective planning – Prentice Hall- 1982
3. Krober, Donald W., and Hugh. J. Watson Computer Based Information System New York, 1984
4. DavisL, Michael W. A management approach- Macmillan Publishing Company, Prantice Hall, New Jersey, 1988
5. Andrew P. Decision Support System Enginnering Sage, John Wiley & Sons, New York, 1991
6. Leod, Raymond Me JR Management information systems – Macmillan Publishing Company, New York – 5th Edition- 1993
7. Turban, Efrain Decision Support & Expert Systems – Management Perspective – Macmillan Publishing Company, New York, 1988

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

Specialization: MARKETING MANAGEMENT

CONSUMER BEHAVIOUR

COURSE NO. FSM – 1

Max. Marks (Ext. Exam): 80
Min. Pass Marks : 32

OBJECTIVES:

The basic objective of this course is to develop and understanding about the consumer decision-making process and its applications in marketing function of firms.

COURSE CONTENTS :

- Unit – I** Introduction to Consumer Behaviour; Consumer Behaviour and Marketing Strategy; Consumer Involvement and Decision-Making.
- Unit – II** Information Search Process; Evaluative Criteria and Decision Rules; Consumer Motivation; Information Processing and Consumer Perception.
- Unit – III** Consumer Attitude Change; Influence of Personality and Self Concept on Buying Behaviour;
- Unit – IV** Psychographics and Lifestyle; Reference Group Influence; Diffusion of Innovation and Opinion Leadership Family Decision-Making.
- Unit – V** Industrial Buying Behaviour; Models of Consumer Behaviour; Consumer Behaviour Audit; Consumer Behaviour Studies in India.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS:

1. Assael, H. Consumer Behaviour and Marketing Action, Ohio, South Western, 1995.
2. Engle, J F. etc. Consumer Behaviour, Chicago, Dryden Press, 1993.
3. Howard, John A. etc. Consumer Behaviour in Marketing. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.
4. Hawkins, D I. Etc. Consumer Behaviour; Implications for Marketing Strategy, Texas, Business, 1995.
5. Mowen, John C. Consumer Behaviour, New York, MacMillan, 1993.
6. Schiffman, L G and Kanuk, L L. Consumer Behaviour, New Delhi, Prentice Hall of India, 1994.

Specialization: MARKETING MANAGEMENT

ADVERTISING MANAGEMENT

COURSE NO. FSM – 2

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES:

The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme.

COURSE CONTENTS :

- Unit – I** Advertising's Role in the Marketing Process; Legal Ethical and Social Aspects of Advertising; Process of Communication – Wilbur Schramm's Model, Two Step Flow of Communication.
- Unit – II** Theory of Cognitive Dissonance and Clues of Advertising Strategists: Stimulation of Primary and Selective Demand – Objective Setting and Market Positioning; Dagmar Approach – Determination of Target Audience.
- Unit – III** Building of Advertising Programme – Message, Headlines, Copy, Logo, Illustration, Appeal, Layout; Campaign Planning; Media Planning; Budgeting.
- Unit – IV** Evaluation – Rationale of Testing Opinion and Aptitude Tests, Recognition, Recall, Experimental Designs; Advertising Organisation – Selection Compensation and Appraisal of an Agency; Electronic Media Buying. Advertising campaign
- Unit – V** Advertising V/s Consumer behaviour; Sales Promotion – Role of Creative Strategies. Advertising – Retail, National, Cooperative, Political, International, Public Service Advertising.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Aaker, David A. etc. Advertising Management, 4th ed. New Delhi, prentice Hall of India, 1985.
2. Belch, George E. and Belch, Michael A. Introduction to Advertising and Promotion 3rd ed. Chicago, Irwin, 1995.
3. Borden, William H. Advertising New York, John Wiley, 1981.
4. Hard, Norman the practice Oxford, Butterworth Heinemann, 1995
5. . Kleppner, Otto. Advertising procedure. New J Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986
6. Ogilvy, David Ogilvy on Advertising London, Longman, 1983.
7. Sengupta, Subroto, Brand Positioning, Strategies for Competitive Advantages, New Delhi, Tata McGraw Hill, 1990.

Specialization: HUMAN RESOURCE MANAGEMENT

MANAGEMENT OF INDUSTRIAL RELATIONS

COURSE NO. FSO – 1

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES :

Organisational efficiency and performance are intricately interlinked with industrial relations. This course is an attempt to appreciate the conceptual and practical aspects of industrial relations at the macro and micro levels.

COURSE CONTENTS :

- UNIT-I** Industrial Relations Perspectives; Industrial Relations and The Emerging Socio-economic Scenario; Industrial Relations and the State.
- UNIT-II** Legal Framework of Industrial Relations; Role and Future of Trade Unions; Trade Union and the Employee; Trade Union and The Management.
- UNIT-III** Discipline and Grievance Management; Negotiation and Collective Settlements.
- UNIT-IV** Participative management and Co-ownership; Productive Bargaining and Gain Sharing.
- UNIT-V** Employee empowerment and Quality Management; Industrial Relations and Technological Change.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Kochan, T.A. & Katz Henry, 'Collective Bargaining and Industrial Relations', 2nd ed. Homewood, Illinois, Richard D Irish, 1988
2. Mamkoottam, K, 'Trade Unionism, Myth and Reality', New Delhi, Oxford University Press, 1982
3. Niland J R etc. 'The Future of Industrial Relations', New Delhi, Sage, 1994.4
4. Papola, T S & Rodgers, G. 'Labour Institutions and Economic Development in India', Geneva, ILO, 1992
5. Ramaswamy, E A, 'The Rayon Spinners The Strategic Management of Industrial Relations', New Delhi, Oxford University Press, 1994
6. Virmani, B. R., 'Participative Management vs. Collective Bargaining', New Delhi, Vision Books, 1988.
7. Webb. Sidney & Webb., Beatrice, 'Industrial Democracy', Melbourne, Longman, 1987

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

Specialization: HUMAN RESOURCE MANAGEMENT

MANAGEMENT TRAINING AND DEVELOPMENT

COURSE NO. FSO – 2

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES :

The purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD, and to enable the course participants to manage the Training systems and processes.

COURSE CONTENTS :

- UNIT-I** Training Process – an overview; Role, Responsibilities and Challenges to Training Managers.
UNIT-II Organization and Management of Training Function; Training Needs Assessment and Action Research.
UNIT-III Instructional Objectives and Lesson Planning; Learning Process; Training Climate and Pedagogy.
UNIT-IV Developing Training Modules; Training Methods and Techniques; Facilities Planning and Training Aids; Training Communication.
UNIT-V Training Evaluation; Training and Development in India.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers) 4 out of 8 4 x 8 = 32 Marks.
Sec. B: (Essay type & case) 3 out of 5 3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Beunet, Roger ed., 'Improving Training Effectiveness', Aldershot, Gower, 1988
2. Buckley R & Caple. Jim. 'The Theory & Practice of Training'. London, Kogan & Page, 1995
3. Lynton, R Pareek, U., 'Training for Development'. 2nd ed. New Delhi, Vistaar, 1990
4. Pepper, Allan D., 'Managing the Training and Development Function'. Aldershot, Gower, 1984
5. Rae, L., 'How to Measure Training Effectiveness', Aldershot, Gower, 1986
6. Reid, M A etc., 'Training Interventions: Managing Employee Development'. 3rd ed. London, IPM, 1992
7. Senge, P., 'The Fifth Discipline: The Art and Practice of the Learning Organization'. London, Century, 1992

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

Specialization: FINANCIAL MANAGEMENT

SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

COURSE NO. FSF – 1

Max. Marks (Ext. Exam) : 80

Min. Pass Marks : 32

OBJECTIVES :

The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and Investment Decision Making Process.

COURSE CONTENTS:

- UNIT-I** Investment – Return and Risk; Operations of Indian Stock Market; New Issue Market; Listing of Securities; Cost of Investing in Securities.
- UNIT-II** Mechanics of Investing; Markets and Brokers; Investment Companies; Market Indices and Return
- UNIT-III** Security Credit Ratings; Objectives of Security Analysis; Investment Alternatives; Valuation Theories of Fixed and Variable income Securities; The Return to Risk and the Investment Decision.
- UNIT-IV** Government Securities; Non-Security Forms of Investment; Real Estate Investment; Investment Instruments of the Money Market.
- UNIT-V** Stock Market Analysis – Fundamental and Technical Approach, Efficient Market Theory; Recent Developments in the Indian Stock Market.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Amling, Frederic. Investment, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1983
2. Bhalla, V K Investment Management: Security Analysis and Portfolio Management., 8th ed. New Delhi, S Chand, 2001
3. Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management. 6th ed. New Delhi Prentice Hall of India, 1995
4. Fuller, Russell J. and Farrell, James L. Modern investment and Security Analysis. New York, McGraw Hill, 1993.
5. Haugen, Robert H. modern Investment Theory. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987
6. Huang, Stanley S C and Randall, Maury R. Investment Analysis and Management. London, Allyn and Bacon, London, 1987
7. Sharpe, William F. etc Investment. New Delhi, Prentice Hall of India, 1997

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

Specialization: FINANCIAL MANAGEMENT

WORKING CAPITAL MANAGEMENT

COURSE NO. FSF – 2

Max. Marks (Ext. Exam) : 80

Min. Pass Marks : 32

OBJECTIVES:

COURSE CONTENTS:

- UNIT-I** Principles of Working Capital Management: Concept and importance of Working Capital. Types of working capital. Determinants of working capital, Determinants of working capital, principles of working capital management policy, estimating working capital requirement.
- UNIT-II** Accounts receivable management: meaning, cost of maintain receivables, factors influencing size of receivables. Formation and Execution of Credit Policy (credit standard, credit period, cash discount, collection efforts)
- UNIT-III** Management of Cash-Motives of holding Cash, Managing cash Flows, Cash Management Models, Investment of Surplus Funds, Calculating operating cycle.
- UNIT-IV** Inventory Management: Meaning and Nature of Inventory, Purpose and Benefits of Holding inventory, Inventory Management Techniques-Determining Stock levels and safety stocks, EOQ, VED, and ABC Analysis, Just In Time Inventory Classification & codification and valuation inventories.
- UNIT-V** Working Capital Financing: sources of working capital Finance, Deterring the working capital financing mix, New Trends in Financing of Working Capital by Banks.

SCHEME OF EXAMINATION

Total Marks Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec A . (Short Answer)	4 out of 8	4X8=32
Sec B. (Essay type & case)	3 out of 4	3X16=48

Suggested readings:

1. Bhalla, V.K. Working Capital Management: Text and Cases, New Delhi Anmol Pub P Ltd.
2. Bhattacharya Hrishikesh, "Working Capital Management – Strategies and Techniques" Second Edition, Phi Learning Pvt. Ltd.
3. Mishra Anil, Rangarajan, Krish "Working Capital Management", First Edition, Excel Books.
4. Pandey I.M. "Financial Management", Ninth Edition, Vikas Publishing House.
5. Jain P.K., Khan M.Y. "Working Capital Management ", Fifth edition Tata Mcgraw Hill Publication New Delhi.
6. James C Van Horne "Working Capital Management & Policy" Twelfth edition, Prentice Hall.

7. Chandra Prasanna, "Working Capital Management - Theory & Practice", Ninth Edition, Tata McGraw Hill.

Specialization: RETAIL MANAGEMENT

RETAIL CONCEPTS AND PRACTICES

COURSE No. : FELRTL M - 01

Max. Marks (Ext. Exam): 80
Min. Pass Marks : 32

OBJECTIVE:

To enable students to identify and understand the significance of retailing in the current business environment, develop guidelines to build a retailing business, after studying retail organizations design, structure, location factors and space management.

COURSE CONTENTS :

UNIT – I Introduction to retail management, The concept of retailing, Nature and Scope, Functions of Retailers, Planning and Forecasting in retailing.

UNIT – II Indian and Global Retail Environment. The evolution of retail in India, the rise of the retailer, challenges and changes impacting retail development in India.

UNIT – III Types of Retail Stores,. Retail Models and theories of retail development, the future of retailing.

UNIT – IV Organization design and structure in Retail, Retail formats, HR Management in Retail.

UNIT – V Space Management, Factors, Affecting Store Location, Layout and Design.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READING:

1. Retailing management by Swapna Pradhan, Tata McGraw Hills.
2. Retailing management by Suja R. Nair, Himalaya Publication.
3. Retailing management by Gibson G. Vedamani, Jaico Books.
4. Retailing management by Roger Cox, Paul Britain, Pearson Education.

Specialization: RETAIL MANAGEMENT

MARKETING CONCEPTS IN RETAIL MANAGEMENT

COURSE No. : FELRTL M – 02

Max. Marks (Ext. Exam): 80
Min. Pass Marks : 32

OBJECTIVE :

To enable students to understand the relevance of concepts of marketing in retail management and also realize the importance of customer relationship management in retailing.

COURSE CONTENTS :

- UNIT – I** Segmentation, Targeting, Positioning and consumer behaviour in retail marketing, pricing policies and techniques.
- UNIT – II** Merchandise Management, Retail Merchandising, Mercantile, Planning and its process, buying systems, tools used for mercantile functions, evaluating mercantile performance.
- UNIT – III** Supply chain management in retailing, management of service and quality in retailing.
- UNIT – IV** Retail Marketing mix, Retail communication mix, Role of advertising, Sales promotion, Public relations and Personal selling in retailing.
- UNIT – V** Customer relationship management in retailing, building and sustaining relationships in retailing, Servicing the retail customer.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READING:

1. Retail marketing management by David Gilbert, Pearson Education.
2. Marketing management by Philip Kotler.
3. Retailing by J. Barry Mason and David J. Burns.
4. Retail management by Ronald W. Hasty and James Reardon.

Specialization:
BANKING AND FINANCIAL SERVICES MANAGEMENT

MANAGEMENT OF BANKING AND INSURANCE INSTITUTIONS

Max. Marks (Ext Exam) 80

Min. Pas Marks: 32

COURSE NO. FSB-1

- UNIT-I** Commercial Banking. Banking Operations, Regulatory and Legal Framework, Commercial Bank's Financial Statements and Analysis, Other lending Institutions,
- UNIT-II** Marketing and Distributions channels Risk Management, NM Management, Asset Liability Management. Managing Credit, and Liquidity & Interest rate risk, Managing Risk with loan sales and Securitization.
- UNIT-III** Commercial Banking, RBI. Regional Rural banks, Cooperative Credit, Development Banking, Investment banking, Plastic Money, Modern Banking, Bancassurance.
- UNIT-IV** Principle of insurance-Meaning & nature of insurance, types of insurance, regulatory framework of insurance sector in India. Insurance companies in India-LIC-working and operations, GIC-working and operations, Insurance sector reforms.
- UNIT-V** Insolvencies, Solvency Ratings and Solvency Regulations. Insurance Pricing, Commercial Insurance Contracts, Automobile Insurance, Life Insurance and Annuities, Retirement plans, Social security.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20. External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 X 8 =32 Marks.
Sec. B - (Essay type & case)	3 out of 5	3 x 16 =48 Mark

Suggested Readings:

- Iyengen ,V. 2008. Introduction to Banking. Excel Books, New Delhi.
- Gulathi, N C. 2007. Principles of Insurance Management. Excel Books, New Delhi.
- Vaughan. 2008. Fundamentals of Risk and Insurance. Wiley India Pvt Ltd. 9 Ed.
- Skipper & Kwon. 2008. Risk Management and Insurance Perspectives in Global Economy. Wiley India Pvt Ltd.
- Vaughan. Essentials of Insurance: A Risk Management Perspective. Wiley India Pvt Ltd.
- Gurusamy. Banking Theory Law & Practice Tata McGraw-Hill Publishing Company Ltd.
- Harrington. Risk Management & insurance, Tata McGraw-Hill Publishing company Ltd..
- Sethi & Bhatia. 2008, Elements of Banking and Insurance. PHI Learning Private Limited_
- Revathy Sriram, et al 2008. Core Banking. Solution: Evaluation of Security and Controls. PHI Learning Private Ltd.
- Gulati, Neelam, Principles of Insurance Management, Publisher Excel, ISBN.81-7446- 556-1.
- Life Insurance: Principles & Practice, Publisher Excel, ISBN 9788131507506.

- General Insurance: Principles & Practice, Publisher Excel, ISBN 978813150751

Specialization:

BANKING AND FINANCIAL SERVICES MANAGEMENT

Financial Planning and Wealth Management

Max. Marks (Ext Exam): 80

Min. Pas Marks: 32

COURSE NO. FSB-2

- UNIT-I** Financial Planning Overview-define personal financial planning, wealth management. Financial planning Process. Concepts in economics and Finance.
- UNIT-II:** Insurance Pricing and Premium-Risk Analysis, methods of handling Risk. Regulatory framework, Types of insurance products.
- UNIT-III:** Retirement Planning-employee benefits and superannuation benefits, Process. Provident funds and pension schemes, Regulations.
- UNIT-IV:** Investment Planning-fixed income instruments, Mutual Fund products, equity market, derivatives. Commodities, real estates and other investment. Wealth management-process, Role of wealth Manager, cases on wealth management.
- UNIT-V:** Taxation Planning-Indian tax system, Indian Direct Tax Structure. Tax compliance matters, Estate Planning-Overview, process. methods,

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec A .(Short Answer)	4 out of 8	4X8 =32
Sec B. (Essay typer & case)	3 out of 5	3X16 =48

SUGGESTED READINGS:

- Introduction to Financial Planning, 2nd edit., 2007 M/s. Taxmann Publication Pvt, Ltd.
- Managing and Marketing Financial Services, 2nd edn., 2007 M/s. Taxmann Publication Pvt, Ltd.
- Wealth Management by S.Timothy, Kochis, 2007 Edition ISBN — 13: 978.0-8080-8949-0 By CCH, a Wolters Kluwer Business, 4025 W. Peterson AVE, Chicago -USA, IL 6046-6085 [http:](http://)
- Wealth Management, The new Business model. By major suresh Goel (Rtd)Global India Publication VT lid., New Delhi 110 002.
- 5 Insurance Products (including Pension Products), 2nd edn., 2007 M/s. Taxmann Publication Pvi, Lid
- Mutual Funds (Products & Services), 2nd edn., 2007 M/s. Taxmann Publication Pvt, Ltd.
- Dun & Bradstreet, Wealth Management, New Delhi: Tata McGraw Hills Publications, 2009.

Barkatullah University, Bhopal

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Faculty of Management

Syllabus & Prescribed Books

(Revised)

M.B.A

Forth Semester

From the Session 2016-17

COMPREHENSIVE VIVA

COURSE NO. CP - 401

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

BUSINESS LEGISLATION

COURSE NO. CP - 402

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVE :

The course is designed to assist the students in understanding basic laws affecting the operations of business enterprises.

COURSE CONTENTS :

- Unit-I** An overview of Laws related to promotion and incorporation of different types of companies.
- Unit-II** Laws related to contract with special reference to its performance, breach and remedies.
- Unit-III** Consumer protection laws and rights of consumers.
- Unit-IV** Basic provisions of pollution control, environment protection and intellectual property rights.
- Unit-V** Laws related to mergers & acquisitions in view of the multinational companies operating in India.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS:

1. Avtar Singh. Company Law.
2. Tuteja, S.K., Business Law for Managers.
3. Mercantile Law, N. D. Kapoor.
4. Mercantile Law, Chawla, Sareen & Garg.

EDM

COURSE NO. CP - 403

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVE :

This objective of the course is to expose the students to the growth of entrepreneurship and enterprise management in developing countries with special reference to India.

COURSE CONTENT

- Unit I Entrepreneurship concept/meaning, need. Competencies/qualities of an entrepreneur, concept of Small Business Enterprises.
- Unit-II Entrepreneurship Support System a brief overview of District Industries Centers (DICs), State National Financial Corporation (SFCs), Small Industrial Development Bank of India (SIDBI), National Bank of Agriculture and rural development (NABARD), National Small Industries Corporation (NSIC) and Special Economic Zone (SEZ) concept.
- Unit-III Business Planning – Various forms of business organizations sole proprietorship, partnership firms, joint stock companies, Set up process of a small scale enterprise, Procedure of registration of small scale industry, List of item reserved for exclusive manufacture in small scale industry.
- Unit-IV Project preparation- Project identification, content of project report, Project report preparation, Techno- economic feasibility report, project viability, Viability report.
- Unit-V Managerial Aspects of Small Business - Basic principle of management (Definition function), operational aspect of production, inventory management, financial management, Record Keeping, Marketing Techniques, Personnel Management, Importance of Communication in business

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

- Sec. A: (Short Answers) 4 out of 8 4 x 8 = 32 Marks.
- Sec. B: (Essay type & case) 3 out of 5 3 x 16 = 48 Marks.

SUGGESTED READINGS:

1. Behind, Amar V., The Origin And Evolution of New Business, Oxford, University Press, New York, 2000.
2. Dollinger M.J, Entrepreneurship Strategies and Resources, 3rd Edition, Pearson Education, New Delhi 2006.
3. Desai Vasant Dr. (2004) Management of small scale Enterprises, New Delhi, Haryana Publication House.
4. A Hand Book of Entrepreneurship, Edit by B.S. Rathore and Dr. J.S. Saini, Aapka Publications, Panchkula (Haryana)
5. Entrepreneurship Development by C.B. Gupta and P Shrivasan, Sultan Chand and Sons, New Delhi.
6. Hand Book of Small scale industry By P.M. Bhandari.
7. Marketing Management by Philip Kotler, Prentice Hall of India New Delhi.

Barkatullah University, Bhopal

Approved by Board of Studies Management



Faculty of Management

**Syllabus & Prescribed Books
(Revised)**

M.B.A

Forth Semester

Marketing Management

From the Session 2016-17

(MARKETING MANAGEMENT)
SALES AND DISTRIBUTION MANAGEMENT

COURSE NO. FSM – 3

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES:

The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organising and managing sales force and marketing channels.

COURSE CONTENTS :

- Unit – I** Nature and Scope of Sales Management; Setting and Formulating Personal Selling Objectives; Recruiting and Selecting Sales Personnel.
- Unit – II** Developing and Conducting Sales Training Programmes; Designing and Administering Compensation Plans; Motivating Sales Personnel.
- Unit – III** Sales Meetings and Sales Contests; Designing Territories and Allocating Sales Efforts; Objectives and Quotas for Sales Personnel; Developing and Managing Sales Evaluation Programme; Sales Cost and Cost Analysis.
- Unit – IV** An Overview of Marketing Channels, their Structure, Functions and Relationships; Channel Intermediaries – Wholesaling and Retailing; Logistics of Distribution; Channel Planning, Organisational Patterns in Marketing Channels; Managing Marketing Channels.
- Unit – V** Information System and Channel Management; Assessing Performance of Marketing Channels; International Marketing Channels.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Anderson, R. Professional Sales Management! Englewood Cliffs, New Jersey, Prentice Hall Inc., 1992
2. Anderson, R. Professional Personnel Selling. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1992
3. Buskirk, R H and Stanton, W J Management of Sales Force. Homewood Illinois, Richard D. Irwin, 1983
4. Dairymples, D J Sales Management; Concepts and Cases, New York, John Wiley, 1989
5. Johnson, EM etc. Sales Management: Concepts, Practices and Cases, New York, McGraw Hill, 1986
6. Stanton, William J etc Management of a Sales Force, Chicago, Irwin, 1995
7. Still, R. R. Sales Management, Englewood Cliffs, New Jersey, Prentice Hall, Inc., 1988

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

(MARKETING MANAGEMENT)
SERVICE MARKETING

COURSE NO. FSM – 4

Max. Marks (Ext. Exam) : 80

Min. Pass Marks :32

- Unit-I Emergency of Service Economy, Services – characteristics, Service Classifications, service marketing triangle, Service marketing mix.
- Unit-II Consumer Behavior in Services: Customer Expectations, Zone of tolerance, Service Encounters, Moment of Truth, Strangers for influences customer perceptions.
- Unit III Product Services Continuum, Service Life Cycle, Place- Distribution Strategies & Challenges, Role of Internet in distribution, Promotion, Promotion objective for Services, Tools of Promotions, Pricing, Factors involved in pricing a service product, reshaping demand using effective pricing.
- Unit-IV People- role of service employees, Service profit chain, Physical evidence Nature & Importance, Service Escapes, process: service process & system Customer role in services
- Unit 5 Customer Satisfaction Monitoring & Measuring customer satisfaction, Service Guarantee- Complaint Management, Recovery, concept of quality in Services, Service quality models, Customer satisfaction.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

- Lovelock, C Service marketing. Pearson Education.
- Fitzsimmons. Service management. Tata McGraw-Hill publishing Company Ltd.
- Clow, K.E.& Kurtz, D.L. Service marketing. Biztantra.
- Srinivasan. 2009. Services Marketing. Phi Learning Private Ltd. 2 Ed.
- Gronroos 2007. Service Management and Marketing: Customer Management in service Competition. Wiley India Pvt. Ltd. 3Ed.
- Bhattacharya C 2006. Service marketing Excel Books, New Delhi,
- Nargundkar. 2008 Services Marketing: Text & Cases. Tata McGraw-Hill Publishing Company Ltd 2 Ed.
- Zeithaml. 2008 Service Marketing. Tata McGraw Hill Publishing Company Ltd. 4 Ed.

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Faculty of Management

Syllabus & Prescribed Books

(Revised)

M.B.A

Forth Semester

Human Resource Management

From the Session 2016-17

(HUMAN RESOURCE MANAGEMENT)
HUMAN RESOURCE PLANNING AND DEVELOPMENT

COURSE NO. FSO – 3

Max. Marks (Ext. Exam) : 80

Min. Pass Marks : 32

OBJECTIVES :

The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning, Deployment and Development in organizations.

COURSE CONTENTS :

UNIT-I Macro Level Manpower Planning and Labour Market Analysis; Organisational Human Resource Planning; Stock Taking.

UNIT-II Work Force Flow Mapping; Age and Grade Distribution Mapping; Models and Techniques of Manpower Demand and Supply Forecasting.

UNIT-III Behavioural Factors in Human Resource Planning – Wastage Analysis; Retention; Redeployment and Exit Strategies; Career Management and Career Planning.

UNIT-IV Performance Planning; Potential Appraisal and Career Development; HRD Climate; Culture; QWL and Management of Change.

UNIT-V TQM and HRD Strategies; HRD in Strategic Organisations; Human Resource information System; Human Resource Valuation and Accounting.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers) 4 out of 8 4 x 8 = 32 Marks.

Sec. B: (Essay type & case) 3 out of 5 3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Arthur, M., 'Career Theory Handbook'. Englewood Cliff, Prentice Hall inc., 1991
2. Belkaoui, A R and Belkaoui, J M., 'Human Resource Valuation: A Guide to Strategies and Techniques', Greenwood, Quorum Books, 1995
3. Dale, B., 'Total Quality and Human Resources: An Executive Guide'. Oxford, Blackwell, 1992
4. Greenhaus, J H., 'Career Management', New York, Dryden, 1987
5. Kavanagh, M J etc., 'Human Resource Information System: Development and Applications'. Boston, PWS-Kent, 1993.
6. Mabey, C and Salama, G., 'Strategic Human Resource Management'. Oxford, Blackwell, 1995
7. Thomson, R and Mabey, C., 'Developing Human Resources'. Oxford, Butterworth-Heinemann, 1994

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

(HUMAN RESOURCE MANAGEMENT) COMPENSATION MANAGEMENT

COURSE NO. FSO – 4

Max. Marks (Ext. Exam) : 80

Min. Pass Marks : 32

COURSE CONTENTS :

UNIT-I Compensation- Definition compensation responsibilities, compensation system design issues, compensation philosophies, compensation approaches.

Unit II Compensation classification- and types incentive fringe benefits, strategic compensation planning, determining compensation. The wage mix-development of base pay system- The wage curve , pay grade salaries matrix.

Unit-III Theories of wages, wage structure, wage fixation wage payment salary administration, executive compensation, incentive plan team compensation, Gain sharing incentive plan profit sharing plan ESOPS.

Unit IV Sales compensation plan Performance based pay systems legal and taxation issue on compensation.

Unit v Wage board- Pay Commission, employee benefits, Benchmarking Benefit scheme, Security benefits, Designing benefit packages, International compensation management.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers) 4 out of 8 4 x 8 = 32 Marks.

Sec. B: (Essay type & case) 3 out of 5 3 x 16 = 48 Marks.

SUGGESTED READINGS :

- Dewakar Goel- “Performance Appraisal & Compensation Management” PHI Learning New Delhi.
- Dipak Kumar Bhattacharya “Compensation Management” Oxford HE.
- BD Compensation & Reward Management” Excel Book.
- Sonishyam Singh “Compensation Management” Excel Book
- Richard I Henderson “Compensation Management in a Knowledge Based World” PHI New Delhi.
- George T. Markovich, Jerry M. Newman, C.S. Venkatraman “Compensation”, Tata McGraw Hill.

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Faculty of Management

Syllabus & Prescribed Books

(Revised)

M.B.A

Forth Semester

Financial Management

From the Session 2016-17

(Financial Management)
MANAGEMENT OF FINANCIAL SERVICES

COURSE NO. FSF – 3

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES :

The main objective of this course is to help students to learn the various financial services and their role in the overall financial system.

COURSE CONTENTS :

UNIT-I Financial System and Markets: Concept, Nature and Scope of Financial Services; Regulatory Framework for Financial Services.

UNIT-II Management of Risk in Financial Services; Stock Exchange Operations; Mutual Funds; Merchant Banking Services.

UNIT-III Managing of issue shares and bonds-Mobilising of Fixed Deposits-Inter-Corporate Loans-

UNIT-IV Other Financial services- Leasing and Hire Purchase; Debt Securitization; Housing Finance, Credit Rating; Credit Cards.

UNIT-V Banking and Insurance; Venture Capital, Factoring for Failing and Bill Discounting, Insurance;

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers) 4 out of 8 4 x 8 = 32 Marks.

Sec. B: (Essay type & case) 3 out of 5 3 x 16 = 48 Marks.

SUGGESTED READINGS:

1. Bhalla, V.K. Management of Financial Services, Anmol, New Delhi, 2001
2. Bhalla, V K And Dilbag, Singh International Financial Centres, New Delhi, Anmol, 1997
3. Ennew, C, Trevor Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional Publ., 1990
4. Gordan, E and K. Natarajan Emerging Scenario of Financial Services, Himalaya Publishing House, 1997
5. Meidan, Arthur Brennet, M. Option Pricing: Theory & Applications, Toronto, Lexington Books, 1983
6. Kim, Suk and Kim, Seung, Global Corporate Finance: Text and Cases, 2nd ed., Miami Florida, Kolb, 1993

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

(Financial Management)
STRATEGIC CORPORATE FINANCE

COURSE NO. FSF – 4

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

- Unit-I Corporate Strategies and its impact on corporate finance, The basic functions of Corporate Finance, role of finance in the process of Corporate strategy building.
- Unit-II Nature of interaction between financial strategy and the overall strategies of the firm, Economic value addition, factors affecting company's financial strategy, shareholders wealth maximization.
- Unit-III Corporate Tax Planning-concept, Types of Corporate Tax (only basics). Indirect Tax Structure – Concept, GST – meaning and concept.
- Unit-IV Right Issue, Bonus Issue, Term Instruments, Commercial papers, Public Deposit, Inter-corporate investments and Innovative financial Products.
- Unit-V Joint ventures- Planning strategic alliances, benefits and disadvantages of joint venturing, equity variations, steps of forming a joint venture, Characteristics of strategic alliance.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

- | | | |
|-----------------------------|------------|--------------------|
| Sec. A: (Short Answers) | 4 out of 8 | 4 x 8 = 32 Marks. |
| Sec. B: (Essay type & case) | 3 out of 5 | 3 x 16 = 48 Marks. |

SUGGESTED READINGS :

1. Verma KK 2008, Corporate Accounting. Excel Books, New Delhi
2. Mukherjee and Hanif 2007, corporate accounting, Tata mcgraw Hill publishing Company Limited 3rd edition
3. Tulsian 2007 corporate accounting accounting, Tata McGraw-Hill publishing Company Limited
4. Damodar 2008 Applied Corporate Finance India private limited 2 Ed.
5. Damodar 2008 Corporate Finance Theory And Practice, wiley India Private Limited 2nd edition.
6. Damodar 2009 Damoradan on Valuation Wiley India Private Limited 2nd Edition.

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Faculty of Management

**Syllabus & Prescribed Books
(Revised)**

M.B.A

Forth Semester

Retail Management

From the Session 2016-17

(RETAIL MANAGEMENT)

MANAGEMENT OF RETAIL OPERATIONS

COURSE NO. FSF – 3

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

Unit-I Retail strategies, Retail Marketing Strategy, Finance and Location Strategies for retailing.

Unit-II Market research for Retail Management, Trading Area Analysis, Research before and after setting up a retail store.

Unit-III Retail stores operations: Mall management, setting objectives for retailers, performance, Management of retail brand.

Unit-IV Retail Management Information System, Information gathering and processing. Application of I.T. to Retail Management.

Unit-V Financial aspects of retail, Retail Audit and measures of performance evaluation.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers) 4 out of 8 4 x 8 = 32 Marks.

Sec. B: (Essay type & case) 3 out of 5 3 x 16 = 48 Marks.

SUGGESTED READINGS :

- Retail Management strategic Approach by Berman Barry Evans Joel r Person Education
- Retail Management by Michael levy, Tata McGraw Hills.
- Retail Management by Chetan Bajaj, Rajnish Tuli and Nidhi Srivastav.
- Retailing by Robert Lusch, Patrick Dunne. South Western Publication Co.

(RETAIL MANAGEMENT)

RETAIL MERCHANDISING AND SUPPLY CHAIN MANAGEMENT

COURSE NO. FSF – 4

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

- Unit-I Retail Merchandising Concept and Scope, Role and Responsibility of Merchandisers, Merchandise Mix Assortment Management, Merchandise Displays and Space Management, Concept and Importance, Space Management, Planogram, Visual Merchandising, meaning, objectives, Product Positioning and Visual Merchandising.
- Unit-II Merchandising Planning Concepts and Applications, Elements of Merchandise Planning, Role of Merchandiser in Planning, Category Management and Merchandise Budgeting, Merchandise Forecasting and Budgeting Merchandise Sourcing, Stock Management and Distribution, International Sourcing
- Unit-III Merchandise Replacement, Retail Replacement, Importance, Direct Store Delivery (DSD), Managing Retail Home Delivery, Measures for Retail Distribution, and Replenishment, Role of IT in Retail Distribution and Replenishment.
- Unit-IV Introduction to Retail Supply Chain, Retail supply chain v/s manufacturing supply chain, Logistics, Strategic, Tactical and operational view supply chain strategies.
- Unit-V Category specific supply chain issues, Supply chain in food and grocery, Apparel and footwear, Consumer Electronics, Home Furnishing, Non store retailing, IT supply chain management.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS:

- Retailing Management 2E, Swapna Pradhan, Tata McGraw-Hill Education
- Retail Management (4th edition) Gibson G Vedamani, Jaico Publishing House.
- Retail Merchandising Swapna Pradhan Tata McGraw Hill education 2010
- Visual merchandising Swathi Bhalla Anurag S Tata McGraw Hill education 2010
- Supply chain management for retailing Rajesh Ray Tata McGraw Hill education 2010
- Retail Management A strategic approach 10/E Berman person education India
- Retail Marketing Management Gilbert Pearson Education India.

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Faculty of Management

**Syllabus & Prescribed Books
(Revised)**

M.B.A

Forth Semester

Banking and Financial Services Management

From the Session 2016-17

(Banking and Financial Services Management)
FINANCIAL INSTITUTIONS AND MARKETS

COURSE NO. FSB – 3	Max. Marks (Ext. Exam)	:80
	Min. Pass Marks	:32

Unit-I Overview of Indian finance system & financial market, Financial Sectors Reforms, Reserve Bank of India, SEBI, Insurance Companies NBFC's, Indian Mutual Funds.

Unit-II Money Markets, Bond Markets, Foreign exchange market, Pension Funds and Mutual Funds, Securities Market, Mortgage and derivative markets.

Unit-III Interest rates & its determinants, term structure, interest rate and security valuation, theories of the level and structure of interest rates, Interest rates in India.

Unit-IV Risk management in Financial Institutions, Types of risk and financial institution, Managing risk with Balance Sheet, derivative securities, loan sales and securitization.

Unit-V International Financing, Global capital markets, The Eurocurrency market, analysis of international financial instruments like syndicated Euro credit, issuance of euro bonds, euro notes, Euro equities

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers) 4 out of 8 4 x 8 = 32 Marks.

Sec. B: (Essay type & case) 3 out of 5 3 x 16 = 48 Marks.

SUGGESTED READINGS :

- Bhole 2008 financial institution and market, Tata McGraw-Hill Publishing Company Limited 4th ed.
- Sounders 2008, Financial Markets and Institutions, Tata McGraw-Hill Publishing Company Limited 3rd Ed.
- Febozzi 2007. Capital Market Institutions and Instruments, PHI learning Private Limited 3rd ed.
- Gomez 2008 Financial Market, Institution and Services, PHI learning Private Limited
- Sharma M 2008 Management of Financial Institutions, PHI Learning Private Limited.

(Banking and Financial Services Management)

FINANCIAL RISK MANAGEMENT

COURSE NO. FSB – 4

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES:

The objective of the course is to expose the student with basic idea /understanding of the subject area.

Unit-I Introduction Meaning, How risk is Managed, Limitations of Risk Management, Total Risk Sources, Types, Cost of Risks, Corporate Risk Management, Approaches, Process, Techniques.

Unit-II Introduction to a Derivatives, History, Major Exchanges, Features, Participants, Types of Futures Mechanism of Future Markets.

Unit III Mechanics of option market, Trading Strategies, Black Scholes Model, Options on Stock indices, Currencies.

Unit-IV Financial Swaps-Concept, Interest Rate Swaps, Options and Swaps, Commodity and Currency Swaps, Pricing of Swaps (Basic concept)

Unit-V Foreign Exchange, Market Derivatives Basic Concepts.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers) 4 out of 8 4 x 8 = 32 Marks.

Sec. B: (Essay type & case) 3 out of 5 3 x 16 = 48 Marks.

SUGGESTED READINGS :

- Dom M Chance, Robert Brooks, 'Derivatives And Risk Management Basics', Engage Learning.
- John C Hull Sankarshanbasu 'Option Future and other Derivatives', Person Education.
- Parsuraman, 'Fundamentals of Financial Derivatives', Wiley India Pvt. Ltd.
- Mishra B 'Financial Derivatives', Excel Books, New Delhi.
- Robert W Kolb, 'Future, Option and Swap' Sterling Book House, Blackwell Publishin.
- Derivative Market (Dealers) Module, National Stock Exchange (NSE)
- Kumar 2008, 'Financial Derivatives' PHI Learning Pvt. Ltd.
- Gupta 2009 'Financial Derivatives-Theory concepts & Problems' PHI Learning Pvt. Ltd.