

BHAVNAGAR UNIVERSITY

BHAVNAGAR

(NACC Accreditation Grade “B”)

CREDIT AND SEMESTER SYSTEM

SYLLABUS

MASTER OF BUSINESS ADMINISTRATION

(M.B.A.)

(In Force From Academic Year: 2011-2012)

तमसो मा ज्योतिर्गमय



Faculty of Management

MBA SEMESTER III & IV SYLLABUS

NO	CN	COURSE TITEL	CREDIT	EVALUATION			TOTAL MARKS
				INTERNAL	TERM END	MINIMUM PASSING STANDARD	
Semester III (Compulsory Courses)			34				
1	301	Business & Environment Laws	4	30	70	40	100
2	302	Management Control System	4	30	70	40	100
3	303	Summer Training Project (Through Project Study)	10	30	70	40	100
4	304	Major –I	4	30	70	40	100
5	305	Major-II	4	30	70	40	100
6	306	Minor-I	4	30	70	40	100
7	307	Minor-II	4	30	70	40	100
Semester IV			34				
1	401	Strategic Management	4	30	70	40	100
2	402	Comprehensive Project Study	10	30	70	40	100
Major group offered in Semester III							
3	403	Major-I	4	30	70	40	100
4	404	Major-II	4	30	70	40	100
5	405	Contemporary issues in major area of specialization	4	30	70	40	100
Minor group offered in Semester III							
6	406	Minor-I	4	30	70	40	100
7	407	Minor-II	4	30	70	40	100



M.B.A.

NAME OF THE SUBJECT: BUSINESS ADMINISTRATION

SEMESTER 3rd

SR. NO.	PAPER NO	NAME OF THE PAPER	TOTAL MARKS EXT+INT=TOTAL	PASSING STANDARD EXT=INT=TOTAL	TEACHING HOURS	CREDITS
1	301	Business & Environment Laws	70 + 30 = 100	28 + 12 = 40	15 Weeks * 04 Hours = 60	4
2	302	Management Control System	70 + 30 = 100	28 + 12 = 40	15 Weeks * 04 Hours = 60	4
3	303	Summer Training Project (Through Project Study)	70 + 30 = 100	28 + 12 = 40	15 Weeks * 04 Hours = 60	10
4	304	Major -I	70 + 30 = 100	28 + 12 = 40	15 Weeks * 04 Hours = 60	4
5	305	Major-II	70 + 30 = 100	28 + 12 = 40	15 Weeks * 04 Hours = 60	4
6	306	Minor-I	70 + 30 = 100	28 + 12 = 40	15 Weeks * 04 Hours = 60	4
7	307	Minor-II	70 + 30 = 100	28 + 12 = 40	15 Weeks * 04 Hours = 60	4

INTERNAL	MARKS
Assignment	10 Marks
Seminar	10 Marks
Test	<u>10 Marks</u>
Total	30 Marks



M.B.A.

NAME OF THE SUBJECT: BUSINESS ADMINISTRATION

SEMESTER 4th

SR. NO.	PAPER NO	NAME OF THE PAPER	TOTAL MARKS EXT+INT=TOTAL	PASSING STANDARD EXT=INT=TOTAL	TEACHING HOURS	CREDITS
1	401	Strategic Management	70 + 30 = 100	28 + 12 = 40	15 Weeks * 04 Hours = 60	4
2	402	Comprehensive Project Study	70 + 30 = 100	28 + 12 = 40	15 Weeks * 04 Hours = 60	10
3	403	Major-I	70 + 30 = 100	28 + 12 = 40	15 Weeks * 04 Hours = 60	4
4	404	Major-II	70 + 30 = 100	28 + 12 = 40	15 Weeks * 04 Hours = 60	4
5	405	Contemporary issues in relevant area of Major specialization	70 + 30 = 100	28 + 12 = 40	15 Weeks * 04 Hours = 60	4
6	406	Minor-I	70 + 30 = 100	28 + 12 = 40	15 Weeks * 04 Hours = 60	4
7	407	Minor-II	70 + 30 = 100	28 + 12 = 40	15 Weeks * 04 Hours = 60	4

INTERNAL	MARKS
Assignment	10 Marks
Seminar	10 Marks
Test	<u>10 Marks</u>
Total	30 Marks



COMPULSORY PAPERS

SEM-III

- ♣ Business and Environment Laws
- ♣ Management Control System
- ♣ Summer Training Project

SEM-IV

- ♣ Strategic Management
- ♣ Comprehensive Project

ELECTIVES PAPERS

Marketing Management Group

SEM-III

- ♣ Consumer Behaviour
- ♣ Advertising Management

SEM-IV

- ♣ Services Marketing
- ♣ Strategic Brand Management
- ♣ Contemporary Issues in Marketing Management

Financial Management Group

SEM-III

- ♣ Corporate Tax Planning
- ♣ Risk Management

SEM-IV

- ♣ Corporate Restructuring
- ♣ Security Analysis & Portfolio Management
- ♣ Contemporary Issues in Financial Management

Human Resource Management Group

SEM-III

- ♣ Management Development & Training
- ♣ Managing Business Counseling

SEM-IV

- ♣ Strategic Human Resource Planning
- ♣ IRTU & Labor Legislation in India
- ♣ Contemporary Issues in Human Resource Management

International Business Group

SEM-III

- ♣ International Management
- ♣ India's Foreign Trade Policy & EXIM Procedures



SEM-IV

- ♣ International Financial Management
- ♣ International Marketing Management
- ♣ Contemporary Issues in International Business

1. Project study will be related to the major area of specialisation of the candidate. It will be based on practical work experience for at least Two months on full time basis in an organisation approved by the Director/Head. The project report will be prepared under the supervision of the faculty member assigned by the Director/Head for this purpose.
2. Project report shall be submitted in triplicate duly typed and bound in the standard approved size for dissertations by the University. This should be submitted for evaluation to the Department through Head/Director before the commencement of the theory examinations.
3. The Evaluation of project report & Viva-Voce test will be conducted by the Board of examiners consisting of at least two examiners appointed by the university.
4. Seminar course will be offered in major area of specialization. The Head of the Department, MBA Program at the beginning of semester will decide the pedagogy of the courses and also the Title of the papers to be offered in that semester depending upon the availability of resources.



M.B.A
SEMESTER – III

Paper No: 301: Business and Environment Laws

Credits: 04

Marks:

100 Marks

Marks: Semester End Examination:

70 Marks

Continuous Internal Evaluation:

30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit 1	<ul style="list-style-type: none"> ♣ Indian Contract Act – 1872 – Introduction, Essentials of a contract, Agreement and contract, Kinds of Agreements, Kinds of contracts, Proposal, Acceptance. ♣ Capacity to contract, Free consent, Performance of contract, Discharge of contract, Breach of contract. 	12	14
Unit 2	<ul style="list-style-type: none"> ♣ Law of Indemnity & guarantee, Law of Bailment & pledge, Law of Agency Negotiable Instruments Act – 1881 – Instruments, Parties to negotiable instrument, Discharge of parties from liabilities, Dishonour of Cheques 	12	14
Unit 3	<ul style="list-style-type: none"> ♣ Sales of Goods Act – 1930 – Contract of sales ♣ conditions & warranties, Performance of Contract, Unpaid Seller, Breach of Contract. ♣ Consumer Protection Act, 1986 – Introduction, Consumer & consumer disputes, Consumer protection council, consumer disputes redressal Agencies. ♣ Companies Act – 1956 – Company, Types of companies, Memorandum & Articles of Association 	12	14
Unit 4	<ul style="list-style-type: none"> ♣ Prospectus, meetings, appointments & removal of Directors, membership of company, issue of capitals, Amalgamation and reconstruction. ♣ Patent Act – 1970 – Introduction, Patentable inventions, Application for patents, Procedure, Renewal of lapse of patent, Surrender & Revocation of patent, infringement of patents and remedies Trademarks – meaning, registration requirements, types of trademarks, remedies in case of infringement of trademarks. 	12	14
Unit 5	<ul style="list-style-type: none"> ♣ Copyright Meaning, coverage, rights of owner, remedies in case of infringement. ♣ Information Technology Act – 2000 – Introduction, Digital Signature, Electronic Governance, cyber Crimes and remedies. Electronic records, Controlling and certifying authority, cyber regulation appellate tribunals. ♣ Environment Protection Act – 1986 – Introduction, Objects, Role of Courts in pollution control, Protection of environment, Powers of central Governments to protect environment, Location, Process & operation of industries, discharge of environmental pollutant in excess, Penalty, Cognizance of offences, Water pollution and Air pollution Acts 	12	14



Break up of Continuous Internal Evaluation:

1. Assignment	10 Marks
2. Seminar	10 Marks
3. Test	<u>10 Marks</u>
Total	30 Marks

Reference / Text-Books/ Additional Reading:

- 1) Business Laws for management. R. Bulchandani, 3rd Addition, Himalaya Publishing House, Bombay
- 2) Mercantile Law – N. D. Kapoor, Latest Edition Sultanchande & Company, New Delhi
- 3) Mercantile Law, S. S. Gulsan 2nd or Latest Edition. Excel Books. New Delhi.



Paper No: 302: Management Control Systems

Credits: 04

Marks: 100 Marks
Marks: Semester End Examination: 70 Marks
Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit 1	♣ The Nature of Management Control Systems ♣ Understanding Strategies Behaviour in Organizations ♣ Strategic Planning	12	14
Unit 2	♣ Responsibility Centres : Revenue and Expense ♣ Centers Profit Centres Divisionalisation of profit centers. Other types of profit centers ♣ Transfer Pricing	12	14
Unit 3	♣ Measuring and Controlling Assets Employed Budget Preparation Analyzing Financial Performance Reports	12	14
Unit 4	♣ Performance Measurement Management Compensation Controls of Differentiated Strategies Multinational Organizations	12	14
Unit 5	♣ Service Organizations, Management Control of Projects	12	14

Break up of Continuous Internal Evaluation:

1. Assignment	10 Marks
2. Seminar	10 Marks
3. Test	<u>10 Marks</u>
Total	30 Marks

Reference / Text-Books/ Additional Reading:

1. Robert Anthony & Vijay Govindrajana (2004), Management Control Systems, 11th Edition, Tata McGraw Hill, New Delhi
2. Kenneth A. Merchant, Modern Management Control Systems: Text & Cases, Prentice Hall New Jersey
3. Joseph Maciariello & Calvin Kirby, Management Control Systems, PHI New Delhi
4. Subhash Sharma, Management Control Systems: Text & Cases, TMH, New Delhi



MARKETING MANAGEMENT GROUP:

Paper No: 303: Consumer Behaviour

Credits: 04

Marks:

100 Marks

Marks: Semester End Examination:

70 Marks

Continuous Internal Evaluation:

30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/ Weight
Unit 1	<p><u>Introduction to Consumer Behaviour:</u></p> <ul style="list-style-type: none"> ♣ Development, Meaning, Scope & Necessity of CB studies & Scope, Relationship with the other fields Consumer as an individual Consumer Needs & Motivation – model of the motivation process, positive and negative motivation, dynamic nature of motivation, types & systems of needs – Maslow’s hierarchy of needs & Trio of needs 	12	14
Unit 2	<ul style="list-style-type: none"> ♣ Influence of Personality and Self Concept on Behaviour Meaning & Nature of personality, Marketing application of Personality theory – Freudian theory, Non-Freudian theory & Trait theory Self – image – one or multiple selves, makeup of the self-image, extended self, altering the self 	12	14
Unit 3	<ul style="list-style-type: none"> ♣ Consumer Perception – Dynamics of perception, consumer imagery, Perceived risk & how to handle the risk Learning – marketing applications of learning theories (Behavioural theories – classical conditioning & instrumental conditioning, Cognitive learning theory - information processing & Involvement theory 	12	14
Unit 4	<ul style="list-style-type: none"> ♣ Consumer Attitudes and Attitudinal Change – Meaning, Marketing Application of Structural Models of Attitudes (– tricomponent attitude model, multi attribute attitude models, theory of trying to consume, attitude toward the ad models), Sources of learning & influence on attitude formation, Strategies of Attitude change, Relationship between behaviour & attitude Consumer in social setting: ♣ Impact of communication process on developing persuasive strategies ♣ Reference Group (RG): Meaning & Power of RG, selected consumer related RG, Usage of RG appeals by the marketers Social Class - Identification and CB application on various social classes Family Decision Making–socialization within family, effect of consumption-related roles in family decision-making, Effect of traditional and non-traditional family life cycle on the consumption pattern & Preference of family 	12	14
Unit 5	<ul style="list-style-type: none"> ♣ Culture & Consumer Behaviour Consumer’s decision-making process Opinion Leadership (OL) - Dynamics of OL Process, Need & Measurement of OL, Profile of opinion leader, OL and firm’s marketing strategy, Diffusion of Innovation – Diffusion & Adoption Process, Profile of Consumer Innovator Consumer Decision-making – Meaning, Models of Consumers, Process / Model of Consumer Decision-making 	12	14



Break up of Continuous Internal Evaluation:

1. Assignment	10 Marks
2. Seminar	10 Marks
3. Test	<u>10 Marks</u>
Total	30 Marks

Reference / Text-Books/ Additional Reading:

- 1) Consumer Behaviour by Schiff man and Kanuk, PHI India



Paper No: 304: Advertising Management

Credits: 04

Marks: 100 Marks
Marks: Semester End Examination: 70 Marks
Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit 1	♣ Introduction to Advertising – Advertising as a tool of communication and marketing, Relationship of advertising with other tools of communication mix, Role of advertising in the marketing process, fundamentals of advertising	12	14
Unit 2	♣ Evaluating Social, Economical & Ethical Aspects of Advertising The Communication Process; Source, Message & Channel Factors	12	14
Unit 3	♣ Establishing Objectives & Budgeting for the promotional program Value of objectives, determining objectives, understanding & evaluating DAGMAR Approach Establishing and allocating budgets, overview of budget allocation techniques	12	14
Unit 4	♣ Creating Advertising Programme-Message, Headlines, Copy, Logo, Advertising Appeals, Layout Media: Selection, Planning, Scheduling, & Strategy (Media includes Broadcast, Print, Outdoor, Transit & Others)	12	14
Unit 5	♣ Measuring the Effectiveness of advertising Programme Arguments for & against measuring Conducting research to measure – what to test (source factors, message variables, media strategies, budgeting decisions), when to test (pre-testing, post-testing), where to test (laboratory tests, field tests), how to test (PACT principles), Testing Process Advertising Organization: Internal Advertising Department v/s. an ad Agency, Selection, Compensation and Appraisal of an ad Agency; Strategies for International Advertising	12	14

Break up of Continuous Internal Evaluation:

1. Assignment	10 Marks
2. Seminar	10 Marks
3. Test	<u>10 Marks</u>
Total	30 Marks

Reference / Text-Books/ Additional Reading:

1. Advertising & Promotion by George Belch & Michael Belch, TMH
2. Foundations of Advertising Theory & Practice by Chunawalla & Sethia, Himalaya Publishing house.
3. Advertising Management by Batra, Myers & Aaker



FINANCE MANAGEMENT GROUP:

Paper No: 303 Corporate Tax Planning

Credits: 04

Marks: 100 Marks
Marks: Semester End Examination: 70 Marks
Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit 1	♣ Introduction to tax Planning, Corporate Taxes, Annual Finance Act and Macroeconomic policies; Tax avoidance and tax evasion, planning for different types of business entities;	12	14
Unit 2	♣ Tax planning for specific management decisions, Capital structure decision and tax planning with special reference to innovative financial instruments.	12	14
Unit 3	♣ NRI and corporate tax planning and Mergers and Takeovers. Research and Development Decisions and Tax planning	12	14
Unit 4	♣ Capital Investment Decisions and corporate taxes, Depreciation, Other expenses deductible form Taxable Income. Other tax Incentives for capital investment Deductibility of expenses form taxable income.	12	14
Unit 5	♣ Developing packages and tax planning export business and tax planning, Capital Gains and loss and taxes; Tax planning with respect to other Direct Taxes: An overall view of Indirect Taxes, Issues of Tax Planning under latest Finance Bill	12	14

Break up of Continuous Internal Evaluation:

1. Assignment	10 Marks
2. Seminar	10 Marks
3. Test	<u>10 Marks</u>
Total	30 Marks

Reference / Text-Books/ Additional Reading:

1. Ahuja, G K & Gupta, Ravi Systematic Approach to Income Tax. Allahabad, Bharat Law House, 1999.
2. Iyenger, A. C. Sampat Law of Income Tax. Allahabad Bharat Law House, 19121.
3. Kanga, J B and Palkhivala, N A. Income Tax, Bombay, Vol. 1-3, N.M.Tripathi.
4. Ranina, H.P. Corporate Taxation: A Handbook, 2nd Ed., New Delhi, Oriental Law House, 19125.
5. Singhania, V.K. Direct Taxes: Law and Practice. Delhi, Taxman, 1991.
6. Srinivas, E.A. Handbook of Corporate Tax Planning. New Delhi, Tata McGraw Hill, 19126.



Paper No: 304: Risk Management

Credits: 04

Marks: 100 Marks
Marks: Semester End Examination: 70 Marks
Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit 1	♣ Introduction to Risk and Risk Management	12	14
Unit 2	♣ Introduction to Derivatives Futures and Forward Markets Valuation of Futures & Forwards Hedging through Futures	12	14
Unit 3	♣ Interest Rate Futures Interest Rate and Currency Swaps	12	14
Unit 4	♣ Options Markets Properties of Stock Options, Options Trading Strategies Stock Index and Currency Options	12	14
Unit 5	♣ Futures Options Interest Rate Options, Options Valuation & Binomial Trees The Black-Scholes Model Greek Letters Value at Risk	12	14

Break up of Continuous Internal Evaluation:

1. Assignment 10 Marks
 2. Seminar 10 Marks
 3. Test 10 Marks
- Total 30 Marks**

Reference / Text-Books/ Additional Reading:

1. DERIVATIVES AND RISK MANAGEMENT Jayanth Verma TMH



HUMAN RESOURCE MANAGEMENT GROUP:

Paper No: 303: Management Development & Training

Credits: 04

Marks: 100 Marks
Marks: Semester End Examination: 70 Marks
Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit 1	♣ Role and Responsibilities of organization in Management Development, The evaluation of management development, Objective of Management Development, Prerequisites for Management Development.	12	14
Unit 2	♣ Techniques of Management Development, The concept of training and its contribution in management development.	12	14
Unit 3	♣ Defining objective of training, Assessing Training needs, The training module, The learning process,	12	14
Unit 4	♣ The learning Climate, The type of learning capabilities, The principles of Training, The training process and procedure,	12	14
Unit 5	♣ Training Methods, Training Evaluation, Evaluation Designs in Training, Behavior modeling in training.	12	14

Break up of Continuous Internal Evaluation:

1. Assignment	10 Marks
2. Seminar	10 Marks
3. Test	<u>10 Marks</u>
Total	30 Marks

Reference / Text-Books/ Additional Reading:

1. Beunet, Roger ed. Improving Training Effectiveness. Aldershot, Gower, 191212.
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. Alder shot, Gower, 19124.
5. Rae, L. How to Measure Training Effectiveness, Alder shot, Gower, 19126



Paper No: 304: Managing Business Counseling

Credits: 04

Marks: 100 Marks
Marks: Semester End Examination: 70 Marks
Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit 1	♣ Emergence and Growth of Counseling Services;	12	14
Unit 2	♣ Approaches to Counselling; Counselling Process Beginning, Developing and Terminating a Counselling Relationship and Follow up;	12	14
Unit 3	♣ Counsellor's Attitude and Skills of Counseling; Assessing.	12	14
Unit 4	♣ Client's Problems; Selecting Counselling Strategies and Interventions – Changing Behaviour through Counselling; Special Problems in Counselling;	12	14
Unit 5	♣ Application of Counselling to Organizational Situations with a Focus on Performance Counselling	12	14

Break up of Continuous Internal Evaluation:

1. Assignment	10 Marks
2. Seminar	10 Marks
3. Test	<u>10 Marks</u>
Total	30 Marks

Reference / Text-Books/ Additional Reading:

1. Cromer, L. S. and Hackney, H. The Professional Counsellor's Process Guide to Helping. Englewood Cliffs, New Jersey, Prentice Hall Inc., 19127.
2. MacLennan, Nigel. Counselling for Managers, Aldershot, Grover, 1996.
3. Moursund, J. The Process of Counselling and Therapy, 2nd Ed., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990.
4. Munro, C. A., etc. Counselling: A Skills Approach. Methuen, 19120.
5. Reddy, Michael. Counselling at Work. British Psychological Society and Methuen, London and New York, 19127.



INTERNATIONAL BUSINESS GROUP:

Paper No: 303: International Management

Credits: 04

Marks: 100 Marks
Marks: Semester End Examination: 70 Marks
Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/ Weight
Unit 1	♣ Introduction to International Management- Cultural Context for International Management	12	14
Unit 2	♣ Managing Across Culture – Managing organisation culture and diversity	12	14
Unit 3	♣ International Management: Strategy and Functions – Managing political risk and Negotiations, Strategic Planning – Organising International Operations – Intercultural Communication – Decision Making and Controlling	12	14
Unit 4	♣ Organisation Behaviour and Human Resource Management – Motivating across culture – Leadership across culture – Human Resource selection and repatriation – Human resource development across culture	12	14
Unit 5	♣ International Management Horizons – Ethics and Social Responsibility – Future of International Management	12	14

Break up of Continuous Internal Evaluation:

1. Assignment 10 Marks
 2. Seminar 10 Marks
 3. Test 10 Marks
- Total 30 Marks**

Reference / Text-Books/ Additional Reading:

International Management – Richard Hodgetts, Fred Luthans



Paper No: 304: India's Foreign Trade Policy & EXIM Procedures

Credits: 04

Marks: 100 Marks
Marks: Semester End Examination: 70 Marks
Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit 1	♣ India's foreign trade in the global context, structure and equilibrium of India's balance of payments, recent trends in India's foreign trade, Directional pattern, major export commodities-their trend, problems and prospects; major competitors; Major import commodity groups;	12	14
Unit 2	♣ Trade control in India; foreign Trade (development and regulation) act, import and export control orders; import and export licensing system; Exchange control in India; blanket permit system; import substitution and export promotion policies; Export incentives: financial and fiscal; differed payment system and the role of EXIM bank of India; Export credit insurance; infrastructure support for export promotion;	12	14
Unit 3	♣ Export promotion councils; commodity boards/product export development authorities; specific service institutions; role of state trading organizations in foreign trade, export processing zones; export oriented units and export trading house scheme; multilateralism and bilateralism in India's international business.	12	14
Unit 4	♣ Documentation framework – Exim documentation; international business contracts: types, formation, elements, legal dimensions, disputes settlement; instruments and methods of financing exports including credit and collections, uniform custom and practices (UCP); Business risk coverage-cargo, credit and foreign exchange risk coverage, cargo insurance, foreign exchange regulations and formalities; quality control and pre-shipment; Inspection concept scheme and procedures; role of clearing and forward agents; excise clearance of cargo; shipment of export cargo; custom clearance of export cargo; custom clearance of import cargo	12	14
Unit 5	♣ Negotiations of documents with banks; procedures and documentations for availing export incentives-duty draw backs, import licensing and other incentives; processing of an export order; world shipping: structure, liners and tramps, conference system; foreign and structure .Containerization and other developments, international agreements and conferences on sea transport; Indian shipping: trends, structure, concepts of dry port, containerization, machinery for consultation; air transport: International set up, foreign rate structure.	12	14



Break up of Continuous Internal Evaluation:

1. Assignment	10 Marks
2. Seminar	10 Marks
3. Test	<u>10 Marks</u>
Total	30 Marks

Reference / Text-Books/ Additional Reading:

1. Bhalla V K & S Ramu International Business Environment and Management Anmol 2001
2. Government of India Handbook of Import Export Procedures
3. Jain S K Export Performance & Export Marketing Strategies Commonwealth Publications 1988



M.B.A.
SEMESTER – IV

COMPULSORY PAPER:

Paper No: 401: Strategic Management

Credits: 04

Marks: 100 Marks
Marks: Semester End Examination: 70 Marks
Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/ Weight
Unit 1	♣ Introduction: Evolution, Meaning, Nature and Scope of Strategic Management; Dimensions of strategic decisions, Benefits of Strategic Management, Strategic Management Process Strategy formulation	12	14
Unit 2	♣ Strategic Intent and Vision; -Defining & developing the organisation mission -Assessing the external environment – Remote & Operating Environment, Environmental forecasting -Industry Analysis – Porter’s model -Internal analysis of the firm- Developing company profile, Concept of Value Chain, Concept of Core Competence, Impact of Organisational Learning on Strategic Management	12	14
Unit 3	♣ Formulating long-term objectives & grand strategies ♣ Qualities of long-term objectives -Meaning & Evaluation of Grand Strategies –Concentration, Market Development, Product Development, Innovation, Vertical Integration, Horizontal Integration (Merger & Acquisition), Joint Venture, Diversification Concentric & Conglomerate, Turnaround, Liquidation Selection of long-term objectives & grand strategy	12	14
Unit 4	♣ Strategic Analysis & Choice ♣ Strategic analysis at corporate level – BCG Matrix, GE nine-cell planning grid, Impact Matrix - Grand strategy selection at business level – SWOT analysis - Factors determining strategic choice Strategy Implementation. Operationalizing the Strategy – Annual Objectives, Functional Strategies& Business (Comprehensive) Policies Institutionalizing the strategy - Strategy and Structure; Leadership & ♣ Strategy, Impact of Organisational Values & culture on Strategy;	12	14
Unit 5	♣ Strategic Control establishing strategic control Developing & Using Operational Control Systems Strategic Management in an International Firm; Strategy and Corporate Evolution in Indian Context.	12	14

Break up of Continuous Internal Evaluation:

1. Assignment	10 Marks
2. Seminar	10 Marks
3. Test	<u>10 Marks</u>
Total	30 Marks

Reference / Text-Books/ Additional Reading:

1. Strategic Management by Pearce & Robinson
2. Business Policy by Azhar Kazmi
3. Strategic Management by Thompson & Strickland, TMH India
4. Competitive Advantage by Michael Porter, Free Press, New York
5. Competitive Strategy by Michael Porter, Free Press, New York



MARKETING MANAGEMENT GROUP:

Paper No: 402: Services Marketing

Credits: 04

Marks: 100 Marks
Marks: Semester End Examination: 70 Marks
Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit 1	♣ The emergence of service economy, Nature of services, Goods and services marketing	12	14
Unit 2	♣ Marketing Challenges in Service Business, Marketing framework for service business	12	14
Unit 3	♣ The service classification, service product development, the service encounter, the service consumer Behaviour, Service management trinity.	12	14
Unit 4	♣ Service vision and service strategy, Quality issues and models, Demand-supply management, Advertising, branding and packaging of services	12	14
Unit 5	♣ Recovery Management & Relationship marketing, Origin and growth- Classification of services, The Indian Scene, Designing of service strategy.	12	14

Break up of Continuous Internal Evaluation:

1. Assignment 10 Marks
 2. Seminar 10 Marks
 3. Test 10 Marks
- Total 30 Marks**

Reference / Text-Books/ Additional Reading:

1. Managing Services, Christopher Lovelock
2. Services Marketing, Zethamal V A



Paper No: 403: Strategic Brand Management

Credits: 04

Marks: 100 Marks
Marks: Semester End Examination: 70 Marks
Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit 1	♣ Brands & Brand Management – meaning, brand versus commodity, elements of brand, reasons for brand (from consumer’s & firm’s point of view), scope of brand, branding challenges & opportunities, Strategic brand management process	12	14
Unit 2	♣ Brand positioning & values – identifying & establishing brand positioning, Positioning guidelines, defining & establishing brand values, internal branding Brand personality & identity – meaning, brand personality scale measure, criteria for choosing & combining brand elements Brand equity – meaning, criteria for choosing brand elements options and tactics for brand elements, sources of brand equity, steps for building a strong brand, brand-building implications, relationship between marketing program & brand equity, methods of brand equity measurement, evaluation of brand equity	12	14
Unit 3	♣ Branding strategies - Brand-product matrix, Brand hierarchy, designing a branding strategy Brand extension – Meaning, advantages & disadvantages of brand extension, types of extension, how consumers evaluate brand extension, evaluating brand extension opportunities	12	14
Unit 4	♣ Managing brands over time – reinforcing brands, revitalizing brands, repositioning brands, adjustment to brand portfolio, Managing brands over geographic boundaries & market segments – rationale for going international, advantages & limitations, standardization versus Customization, global brand strategy	12	14
Unit 5	♣ Brand-customer Relation – Brand Loyalty and Customer Loyalty; Branding in Different Sectors – Customer, Industrial, Retail and Service Brands	12	14

Break up of Continuous Internal Evaluation:

1. Assignment	10 Marks
2. Seminar	10 Marks
3. Test	<u>10 Marks</u>
Total	30 Marks

Reference / Text-Books/ Additional Reading:

1. Cowley Don Understanding Brands Kogan Page 1991
2. Kapferer J N Strategic Brand Management New York Free Press
3. Steward P Building Brands Directly London Macmillan



FINANCE MANAGEMENT GROUP

Paper No: 402: Corporate Restructuring

Credits: 04

Marks: 100 Marks
Marks: Semester End Examination: 70 Marks
Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit 1	<ul style="list-style-type: none">♣ INTRODUCTION Mergers, Acquisitions and Restructuring M & A THEORIES♣ Theories of Mergers and Tender Offers♣ International Takeovers and Restructuring Forces Driving Cross-Border Mergers)♣ SEBI Guidelines – Takeover Code	12	14
Unit 2	<ul style="list-style-type: none">♣ VALUATION - Alternative Approaches to Valuation Increasing the Value of the Organisation	12	14
Unit 3	<ul style="list-style-type: none">♣ RESTRUCTURING♣ Corporate Restructuring and Divestiture	12	14
Unit 4	<ul style="list-style-type: none">♣ M & A STRATEGIES♣ Alliances and Joint Ventures♣ Employee Stock Ownership Going Private and Leveraged Buyouts	12	14
Unit 5	<ul style="list-style-type: none">♣ STRATEGIES FOR CREATING VALUE♣ Share Repurchases Share Buyback♣ Guidelines for Indian Companies TAKEOVER TACTICS – Mergers - Control, Governance, and Financial Architecture	12	14

Break up of Continuous Internal Evaluation:

- | | |
|---------------|-----------------|
| 1. Assignment | 10 Marks |
| 2. Seminar | 10 Marks |
| 3. Test | <u>10 Marks</u> |
| Total | 30 Marks |

Reference / Text-Books/ Additional Reading:

Corporate Restructuring: Enhancing the Shareholder Value Ranjan Das, Udayan Basu



Paper No: 403: Security Analysis & Portfolio Management

Credits: 04

Marks: 100 Marks
Marks: Semester End Examination: 70 Marks
Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit 1	<ul style="list-style-type: none"> ♣ Investment – Return and Risk; Operations of Indian Stock Market; ♣ New Issue Market; ♣ Listing of Securities; ♣ Cost of Investing in Securities; ♣ Mechanics of Investing; ♣ Markets and Brokers 	12	14
Unit 2	<ul style="list-style-type: none"> ♣ Investment Companies; ♣ Market Indices and Return; ♣ Security Credit Ratings; ♣ Objectives of Security Analysis; ♣ Investment Alternatives; 	12	14
Unit 3	<ul style="list-style-type: none"> ♣ Derivatives: Types of Market, Types of Traders, Options, Pricing of Derivative Securities, Contemporary markets in India. 	12	14
Unit 4	<ul style="list-style-type: none"> ♣ Valuation Theories of Fixed and Variable Income Securities; ♣ The Return to Risk and the Investment Decision; ♣ Government Securities; ♣ Non-Security Forms of Investment; ♣ Real Estate Investment; ♣ Investment Instruments of the Money Market; 	12	14
Unit 5	<ul style="list-style-type: none"> ♣ Stock Market Analysis – Fundamental and Technical Approach, Efficient Market Theory; ♣ Recent Developments in the Indian Stock Market. 	12	14

Break up of Continuous Internal Evaluation:

1. Assignment	10 Marks
2. Seminar	10 Marks
3. Test	<u>10 Marks</u>
Total	30 Marks

Reference / Text-Books/ Additional Reading:

1. Arnling, 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.



HUMAN RESOURCE MANAGEMENT GROUP:

Paper No: 402: Strategic Human Resource Planning

Credits: 04

Marks: 100 Marks
Marks: Semester End Examination: 70 Marks
Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit 1	♣ Macro Level manpower Planning and Labor Market Analysis; Organizational Human Resource Planning; Stock Taking; Work Force Flow Mapping; Age and Grade Distribution Mapping; Models and Techniques of Manpower Demand and Supply Forecasting;	12	14
Unit 2	♣ Behavioural Factors in Human Resource Planning – Wastage Analysis; Retention; Redeployment and Exit Strategies: Career Management and Career Planning. Performance Planning; Potential Appraisal and Career Development;	12	14
Unit 3	♣ HRD Climate; Culture; OWL and Management of Change; TOM and HRD Strategies; HRD in Strategic Organizations; Human Resource Information System; Human Resource valuation and Accounting.	12	14
Unit 4	♣ Wage Concept and theories: Conceptual and theoretical understanding of economic theory related to reward management; Competitive imperatives; Job Analysis, Job evaluation: Productivity, Quality, Service, Speed, Learning; Planning for improved competitiveness; diagnosis and bench marking, obtaining commitment; Determination of inter and intra-industry compensation differentials; Job Analysis, Job evaluation, Wage and salary administration: Wage fixation, Factors effecting wage: Internal and External equity in compensation Systems: Understanding tools used in designing, improving and implementing compensation packages: Wage survey:	12	14
Unit 5	♣ Compensation designs for specific type of human resources like compensation of chief executives, senior managers, R&D staff, etc; Compensation Plan: Classification, Performance: Understanding different components of compensation packages like fringe benefits, incentives and retirement plans; compensation practices of Multinational corporations and strategic compensation systems; Rewards, Incentives and benefits & Wage legislation Statutory provisions governing different components of reward systems; working of different institutions related to reward system like wage boards, pay commissions.	12	14

Break up of Continuous Internal Evaluation:

- | | |
|---------------|-----------------|
| 1. Assignment | 10 Marks |
| 2. Seminar | 10 Marks |
| 3. Test | <u>10 Marks</u> |
| Total | 30 Marks |

Reference / Text-Books/ Additional Reading:

1. Belkaoui, A R and Belkaoui, J M. Human Resource Valuation: A Guide to Strategies and Techniques. Greenwood, Quorum Books, 1995.
2. Dale, B. Total Quality and Human Resources; an Executive Guide, Oxford, Blackwell, 1992.



Paper No: 403: Industrial Relations, Trade Union & Labour Legislation In India

Credits: 04

Marks: 100 Marks
Marks: Semester End Examination: 70 Marks
Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit 1	♣ Labour relation perspective; Industrial relations and the emerging socio-economic scenario: Industrial relations and the state;	12	14
Unit 2	♣ Legal Framework of industrial relations; Role and Future of Trade Unions; Trade union and the employee: Trade union and the management:	12	14
Unit 3	♣ Discipline and grievance management: Negotiation and collective settlements: Participative management and co-ownership: Productive bargaining and gain sharing; Employee empowerment and quality management: Industrial Relations and technological change.	12	14
Unit 4	♣ The employment exchange act 1959, The apprentices act 1962, the contract labour act 1970, ESI act 19412, the payment of wages act 1936, workmen compensation act, minimum wages act 19412, payment of bonus act 1965,	12	14
Unit 5	♣ Payment of gratuity act 1972, the employees' provident fund and miscellaneous provisions act 1952, the trade union act 1929, Factories act 19412 (only labour related provisions)	12	14

Break up of Continuous Internal Evaluation:

1. Assignment	10 Marks
2. Seminar	10 Marks
3. Test	<u>10 Marks</u>
Total	30 Marks

Reference / Text-Books/ Additional Reading:

1. Kochan, T.A & Katz Henry. Collective Bargaining and industrial relations, 2nd ed., Homewood, Illinios, Richard d Irish, 191212.
2. Marnkoottam, K trade unionism, Myth and Reality. New Delhi, Oxford University press, 19122.
3. Niland J R etc. the future of industrial relations. New Delhi, Sage, 1994. .
4. Papola, T S & Rodgers, G. Labour institutions and Economics Development in India, Geneva, TLO, 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, 191212.7. Webb.
7. Sidney & Webb, Beatrice. Industrial democracy. Melbourne, Longman, 19127



INTERNATIONAL BUSIENSS GROUP:

Paper No: 402: International marketing

Credits: 04

Marks: 100 Marks
Marks: Semester End Examination: 70 Marks
Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit 1	♣ International Marketing – Definition, Concept and Setting, Distinctions between International Trade, Marketing and Business; Economic Environment of International Marketing;	12	14
Unit 2	♣ International Institutions – World Bank, IMF, UNCTAD, WTO, Customs Union, Common Markets, Free Trade Zones, Economic Communities, Constraints on International Marketing – Fiscal and Non – Fiscal Barriers, Non-tariff Barriers, Trading Partners – Bilateral Trade Agreements, Commodity Agreements and GSP;	12	14
Unit 3	♣ India and World Trade, Import and Export Policy, Direction and Quantum of India’s Exports; Institutional infrastructure for Export Promotion; Export Promotion Councils	12	14
Unit 4	♣ Public Sector Trading Agencies, ECGC, Commodity Boards etc.; Procedure and Documents Registration of Exporters, Export Quotations, Production and Clearance of Goods for Exports Shipping and Transportations, Insurance, Negotiation of Documents; Instruments of Payments – Open Account, Bills of Exchange, Letter of Credit – Export Finance; International Marketing Mix –	12	14
Unit 5	♣ Identification of Markets, Product Policy, International Product Life Cycle, Promotion Strategy, Pricing Strategy and Distribution Strategy; Various Forms of International Business; Marketing of Joint Ventures and Turnkey Projects.	12	14

Break up of Continuous Internal Evaluation:

- | | |
|---------------|-----------------|
| 1. Assignment | 10 Marks |
| 2. Seminar | 10 Marks |
| 3. Test | <u>10 Marks</u> |
| Total | 30 Marks |

Reference / Text-Books/ Additional Reading:

1. International Marketing SIE Philip Cateora TMH
2. INTERNATIONALMARKETING: Textand Cases Justin Paul, Ramneek Kapoor TMH



Paper No: 403: International Financial Management

Credits: 04

Marks: 100 Marks
Marks: Semester End Examination: 70 Marks
Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit 1	♣ Financial Management in A Global Context Objectives of the Firm And The Impact Of Risk The Nature and Measurement of Exposure and Risk The Balance Of Payments	12	14
Unit 2	♣ The International Monetary System Global Financial Markets and Interest Rates. The Foreign Exchange Market Forwards, Swaps and Interest Parity	12	14
Unit 3	♣ Currency and Interest Rate Futures Currency Options Exchange Rate Determination and Forecasting Corporate Exposure Management Policy	12	14
Unit 4	♣ Hedging, Speculation and Management of Transactions Exposure Management of Operating Exposure Management of Interest Rate Exposure Fars, Interest Rate Caps And Floors Financial Swaps and Credit Derivatives	12	14
Unit 5	♣ Short Term Financial Management in A Multinational Corporation International Equity Investment Long-Term Borrowing in The Global Capital Markets International Project Appraisal	12	14

Break up of Continuous Internal Evaluation:

1. Assignment	10 Marks
2. Seminar	10 Marks
3. Test	<u>10 Marks</u>
Total	30 Marks

Reference / Text-Books/ Additional Reading:

1. INTERNATIONALFINANCIALMANAGEMENT P G Apte TMH
2. INTERNATIONALFINANCIALMANAGEMENT Sharan, Vyuptakesh PHI