

**BARKATULLAH UNIVERSITY
BHOPAL**



MASTER OF BUSINESS ADMINISTRATION (F-T)

COURSE CURRICULUM

SEMESTER – THIRD

SESSION 2010-2011

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;
- Unit – IV Industry Analysis; Concept of Value Chain; Strategic Profile of a Firm;
- 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, Prentice Hall, New Jersey, 1988
5. Andrew P. Decision Support System Engineering 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.

BUSINESS ETHICS & CORPORATE SOCIAL RESPONSIBILITY

Course No. CP - 303

Max. Marks (Ext. Exam) : 80

Min. Pass Marks : 32

Objectives:

The course is designed to develop the value system among the future managers and aimed at equipping the students with the importance of business ethics.

Course Contents:

- Unit – I** **Introduction to Business Ethics:** Introduction; Meaning; Objectives; Nature; Sources; Types; Need; Importance; Factors; Scope; Functions & Characteristics of Business Ethics; Ethics V/s Morals and Values.
- Unit – II** **Managing Ethics :** Key Organisational Factors Associated with Ethics Compliance; Codes; Training Programmes; Committees; Laws Enforcing Ethical Conduct; Intellectual Property Rights; Designs; Patents; Trade Marks; Copyrights.
- Unit – III** **Ethics and Organizations :** Ethical Development & Challenges; The Rational Organisation; Employee Obligations to the Organisations; Organisation Duties to the Employees; Broader Ethical Issues in Society – Corruption and Bribery; Cheating the Share Holders and Stake Holders; String Operations.
- Unit – IV** **Ethics in Social Responsibility and Corporate Social Responsibility :** Business and Ethical Responsibility; Changing Expectations of Social Responsibility; Managerial Ethics; The Faces of Social Responsibility; Concept of Corporate Social Responsibility (CSR); Ethics and Global Business.
- Unit – V** **Indianism and Indian Management :** Core Concepts; Development; Indianism as Mantra of Infinity and Diversity; Ethical Problems; Moral Principles for a Manager.

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. Murthy, C.S., Business Ethics, Himalaya Publishing House, 2006.
2. Velasquez, G. Manuel, Business Ethics, Pearson Education, 2008.
3. Raj Rituparna, A Study in Business Ethics, Himalaya Publishing House, 2008.
4. Velasquez, G. Manuel, Business Ethics, Eastern Economy Edition, 2006.
5. Mukti Mishra, Ronald D. Francis, McGraw Hills, Latest.
6. A.B. Rao, Business Ethics, Excel Book, 2006.
7. Badi, R.V. & Badi N. V., Business Ethics, Vrinda Publication Pvt. Ltd., 2008.

**BARKATULLAH UNIVERSITY
BHOPAL**



MASTER OF BUSINESS ADMINISTRATION (F-T)

**COURSE CURRICULUM
SEMESTER – THIRD**

SPECIALIZATION – MARKETING

SESSION 2010-2011

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 are 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.

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

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. Beleh, George E. and Beleh, 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 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.

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.

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 and distribution policy and in organising and managing sales force and marketing

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 Retaining; 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. Dairymple, 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.

INTERNATIONAL MARKETING

COURSE NO. : FSM-4

Max. Marks (Ext. Exam) : 80

Min. Pass Marks : 32

Objectives:

The basic objective of this Course is to acquaint the students with-environmental, procedural International and decisional aspects of international marketing,

COURSE CONTENTS:

- UNIT-I International marketing – Definition, Concept And "Setting; Distinctions between International Trade, Marketing and Business; Economic Environment of International Marketing; International Institutions - World Bank, IMF, "UNCTAD, WTO, Custom Union, Common Markets, Free Trade Zones. Economic Communities.
- UNIT-II Constraints on International Marketing - Fiscal and Non-fiscal Barriers, Non-Traffic Barriers; Trading Partners-Bilateral Trade Agreements, Commodity Agreements and GSP.
- UNIT-III India and World Trade, Import and Export Policy, Direction and Quantum of India's Exports; Institutional Infrastructure for Export Promotion; Export Promotion Councils, Public Sector Trading Agencies, ECGC, Commodity Boards etc.
- UNIT-IV Procedure and Document: - Registration of Exporters, Export Quotations, Production and Clearance of Goods for Exports, Shipping and Transportation; Insurance, Negotiation of documents, Instruments Of Payment's-Open Account Bills of Exchange; Letter Of Credit Export finance.
- UNIT-V International Marketing Mix - 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.

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. Bhattacharya, B. Export Marketing : Strategies for Success, New Delhi, Global Business Press, 1991.
2. Johri, Lait M. International Marketing : Strategies for Success University of Delhi, Faculty of Management Studies, 1980.
3. Keegan, Warren, Global Marketing Management, Englewood Cliff, New Jersey, Prentice Hall Inc., 1995.
4. Onkvisit, Sak and Shaw, J.J. International Marketing : Analysis and Strategy, New Delhi, Prentice Hall of India.
5. Pripalomi, V.H.; International Marketing, Prentice Hall.
6. Terpstra, Vern and Sarathy, R. International Marketing. Orlando, Hyden Press, 1991.
7. Walter, I. and Murray, T. Handbook of International Business New York, John Wiley, 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.

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MASTER OF BUSINESS ADMINISTRATION (F-T)

**COURSE CURRICULUM
SEMESTER – THIRD**

**SPECIALIZATION – ORGANIZATION BEHAVIOUR &
HUMAN RESOURCE DEVELOPMENT**

SESSION 2010-2011

MANAGEMENT OF INDUSTRIAL RELATIONS

COURSE NO. : FSO - 1

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

OBJECTIVES:

Efficiency and performance are intricately interlinked with industrial relations. This is an attempt to appreciate the conceptual and practical aspects of industrial relations at the 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. 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 at the time of launching of the course.

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.

COUSE 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

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 PLANNING AND DEVELOPMENT

COURSE NO. : FSO – 3

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

Objective :

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

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, 1987Kavanagh, M J etc., 'Human Resource Information System: Development and Applications'. Boston, PWS-Kent, 1993
5. Mabey, C and Salama, G., 'Strategic Human Resource Management'. Oxford, Blackwell, 1995
6. 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.

ORGANISATIONAL DEVELOPMENT & EFFECTIVENESS

Course No. FSO – 4

Max. Marks : 80

Min. Pass Marks : 32

Objective: - To equip the students of HR with specialised knowledge of organization development and how to increase organizational effectiveness.

Course Content

- Unit I: Organisational Development : Overview, Concept, Meaning, Objectives, Assumptions and Evolution of OD.
- Unit II: Process & Intervention: OD Process, General OD Competencies, OD Intervention Strategies - Interpersonal, Team, Inter-group and Structural.
- Unit III: Evaluation : Evaluation of OD, Ethics of OD Professionals, Future of OD.
- Unit IV: Organisational Effectiveness : Concept and Meaning, Effectiveness and Efficiency, Perspective of OE Approaches to Effectiveness.
- Unit V: Managing Effectiveness : Factors Affecting OE, Effectiveness through Adaptive – Coping Cycle, Management Effectiveness V/s Leadership Effectiveness, Integration of Goals and Effectiveness, Style and Effectiveness.

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.

Reference Books:-

1. Abad, Ahmad, 'Developing Effective Organization', Sri Ram Centre for Industrial Relations, New Delhi.
2. De Nitish., 'Alternative Designs of Human Organizations'. London, Sage.
3. French, W H and Bell, CH., 'Organisation Development'. New Delhi, Prentice Hall of India,
4. French, W L., 'Organization Development Theory, Practice and Research'. Universal Book stall, Delhi
5. Harvey, D F and Brown, D R., 'An Experiential Approach to Organization Development'. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990
6. Sudan & Naveen Kumar, 'Organization Effectiveness and Change', Anmol Pub. 2004.
7. Weiss W Joseph, 'Organization Behaviour & Change', South Westan Pub. Ind. Ed. Vikas Pub.

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BHOPAL**



MASTER OF BUSINESS ADMINISTRATION (F-T)

**COURSE CURRICULUM
SEMESTER – THIRD**

SPECIALIZATION – FINANCE

SESSION 2010-2011

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 - students regarding the theory and practice of 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, McGrawHill, 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 class at the time of launching of the course.

INTERNATIONAL FINANCIAL MANAGEMENT

COURSE NO. : FSF – 2

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES:

The objective of this course is to give students an overall view of the international financial system and how multinational corporations operate.

COURSE CONTENTS

- Unit-I Multinational Financial Management - an overview; Evolution of the International Monetary and Financial System.
- Unit-II Managing short-term assets and liabilities; Long-run Investment Decisions, The Foreign Investment Decision; Political Risk Management.
- Unit-III Multinational Capital Budgeting, Application and Interpretation.
- Unit-IV Cost of Capital and Capital Structure of the Multinational Firm. Dividend Policy of the Multinational Firm.
- Unit-V Country Risk Analysis; Long-term Financing. Foreign Exchange 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. Abdullah, F A Financial Management for the Multinational Firm. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987
2. Bhalla, V K International Financial Management 2nd ed. New Delhi, Anmol, 2001
3. Buckley, Adrian. Multinational Finance. New York, Prentice Hall Inc., 1996
4. Kim, Suk and Kim, Seung. Global Corporate Finance: Text and Cases. 2nd ed. Miami Florida, Kolb, 1993
5. Shapiro, Alan C. Multinational Financial Management, New Delhi, Prentice Hall of India, 1995

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.

MANAGEMENT OF FINANCIAL SERVICES

COURSE NO. : FSF - 3

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

OBJECTIVE :

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
1. Bhalla, V K And Dilbag, Singh International Financial Centres, New Delhi, Anmol, 1997
2. Ennew, C, Trevor Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional Publ., 1990
3. Gordan, E and K. Natarajan Emerging Scenario of Financial Services, Himalaya Publishing House, 1997
4. Meidan, Arthur Brennet, M. Option Pricing: Theory & Applications, Toronto, Lexington Books, 1983
5. 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.

CORPORATE TAXATION

COURSE NO. : FSF – 4

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

OBJECTIVES :

The objective of this course is to acquaint the participant with the implications of tax structure and corporate profit planning in operational as well as strategic terms.

COURSE CONTENTS :

- Unit – I Basic Concepts of Income Tax; Residential status of a Company; Computation of Income. Set off and Carry forward of Losses, Deductions and Exemptions in Additional Tax on Undistributed Profits.
- Unit – II Computation of Tax Liability; Companies Profit Surtax Act. Meaning and Scope of Tax Planning and Location of Undertaking.
- Unit – III Tax Planning Regarding Dividends Policy, Issue of Bonus Shares, Inter Corporate Dividends and Transfers.
- Unit – IV Tax Planning Relating to Amalgamation and Merger of Companies.
- Unit – V Tax Considerations in respect of Specific Managerial Decision like Make or Buy, Own or Lease, Close or Continue, etc.

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. Ahuja, G K & Gupta, Ravi Systematic Approach to income Tax. Allahabad, Bharat Law House, 1999
2. Kyengar, A C Sampat Law of Income Tax. Allahabad, Bharat Law House, 1981
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, 1985
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, 1986

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.