



M.B.A.
Credit and semester system syllabus

SEMESTER: III

Sr. No.	Paper No.	Name of Paper	Total Marks (Ext+Int*)=Total	Passing Standard (Ext+Int*)=Total	Credits
1	301	Business and Environment Laws	70 + 30 = 100	28 + 12 = 40	04
2	302	Management Control system	70 + 30 = 100	28 + 12 = 40	04
3	303	Summer training project (through project study)	70 + 30 = 100	28 + 12 = 40	10
Finance Specialization:					
4	304	Corporate Tax Planning	70 + 30 = 100	28 + 12 = 40	04
5	305	Corporate Restructuring	70 + 30 = 100	28 + 12 = 40	04
6	306	Indian Financial System	70 + 30 = 100	28 + 12 = 40	04
7	307	Strategic Financial Management (Seminar Paper)	70 + 30 = 100	28 + 12 = 40	04
Marketing Specialization:					
4	304	Consumer Behaviour	70 + 30 = 100	28 + 12 = 40	04
5	305	Product and Brand Management	70 + 30 = 100	28 + 12 = 40	04
6	306	Service Marketing	70 + 30 = 100	28 + 12 = 40	04
7	307	Advertising Management (Seminar Paper)	70 + 30 = 100	28 + 12 = 40	04
Human Resource Specialization:					
4	304	Strategic Human Resource Planning and Management	70 + 30 = 100	28 + 12 = 40	04
5	305	Compensation Management	70 + 30 = 100	28 + 12 = 40	04
6	306	Industrial Relations and Trade Union	70 + 30 = 100	28 + 12 = 40	04
7	307	Issues in HR Policy and Procedure (Seminar Paper)	70 + 30 = 100	28 + 12 = 40	04

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



M.B.A.
Credit and semester system syllabus

SEMESTER: IV

Sr. No.	Paper No.	Name of Paper	Total Marks (Ext+Int*)=Total	Passing Standard (Ext+Int*)=Total	Credits
1	401	Strategic Management	70 + 30 = 100	28 + 12 = 40	04
2	402	International Trade and Finance	70 + 30 = 100	28 + 12 = 40	04
3	403	Comprehensive Project Study	70 + 30 = 100	28 + 12 = 40	10
Finance Specialization:					
4	404	Security Analysis and Investment Management	70 + 30 = 100	28 + 12 = 40	04
5	405	Risk Management	70 + 30 = 100	28 + 12 = 40	04
6	406	International Accounting & Finance	70 + 30 = 100	28 + 12 = 40	04
7	407	Financial Statement Analysis and Valuation (Seminar Paper)	70 + 30 = 100	28 + 12 = 40	04
Marketing Specialization:					
4	404	International Marketing	70 + 30 = 100	28 + 12 = 40	04
5	405	Retail Management	70 + 30 = 100	28 + 12 = 40	04
6	406	Strategic Marketing	70 + 30 = 100	28 + 12 = 40	04
7	407	Sales and Distribution Management including e-marketing (Seminar Paper)	70 + 30 = 100	28 + 12 = 40	04
Human Resource Specialization:					
4	404	Change Management and Organizational Development	70 + 30 = 100	28 + 12 = 40	04
5	405	Labour Legislation in India	70 + 30 = 100	28 + 12 = 40	04
6	406	Human Resource Development and Training	70 + 30 = 100	28 + 12 = 40	04
7	407	Issues in International Human Resource Management (Seminar Paper)	70 + 30 = 100	28 + 12 = 40	04

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



M.B.A.

SEMESTER – III

Paper No: 301: Business and Environment Laws

Credit: 04

Unit	Detail/Particular	Teaching Hours	Marks
1	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
2	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
3	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
4	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
5	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.



M.B.A.

SEMESTER – III

Paper No: 302: Management Control System

Credit: 04

Unit	Detail/Particular	Teaching Hours	Marks
1	The Nature of Management Control Systems Understanding Strategies Behaviour in Organizations Strategic Planning	12	14
2	Responsibility Centres: Revenue and Expense Centres Profit Centres Divisionalisation of profit centres. Other types of profit centres Transfer Pricing	12	14
3	Measuring and Controlling Assets Employed Budget Preparation Analyzing Financial Performance Report	12	14
4	Performance Measurement Management Compensation Controls of Differentiated Strategies Multinational Organizations	12	14
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

M.B.A.

SEMESTER – III

Paper No: 303 Summer Training Project (Through Project Study)

Credit: 10



M.B.A.
SEMESTER – III

FINANCE GROUP

Paper No: 304: Corporate Tax Planning

Credit: 04

Unit	Detail/Particular	Teaching Hours	Marks
1	Basic of taxation-kinds of taxation-Corporate Tax Planning: Tax Planning, Tax Management, Tax Avoidance and Tax Evasion	12	14
2	Corporate Tax in India: Definitions, Residential Status and Tax Incidence, taxation of Companies, Tax Planning with respect to New Business - Location of Business, Nature of Business, Form of Organization	12	14
3	Tax Planning with respect to Financial management Decisions, Managerial decisions, sale of scientific research assets and Tax Planning in respect of Employees Remuneration	12	14
4	Non Resident: Tax planning in respect of Non – resident, double taxation relief, transfer pricing and advance ruling For Non-residents.	12	14
5	Business Restructuring and tax planning –Wealth tax-Service tax-value added tax and 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. Dr. Vinod K Singhania & Dr Monica Singhania, "Corporate Tax Planning and Business tax Procedures- Taxmann Publication- Latest Edition.
2. Ahuja, G K & Gupta, Ravi Systematic Approach to Income Tax. Allahabad, Bharat Law House, 1999.
3. Iyenger, A. C. Sampat Law of Income Tax. Allahabad Bharat Law House, 19121.
4. Kanga, J B and Palkhivala, N A. Income Tax, Bombay, Vol. 1-3, N.M.Tripathi.
5. Ranina, H.P. Corporate Taxation: A Handbook, 2nd Ed., New Delhi, Oriental Law House, 19125.
6. Singhania, V.K. Direct Taxes: Law and Practice. Delhi, Taxman, 1991.
7. Srinivas, E.A. Handbook of Corporate Tax Planning. New Delhi, Tata McGraw Hill, 19126.
8. H P Ranina Corporate Taxation Orient Law House Latest Edition
9. List of Journals/Periodicals/Magazines/Newspapers, etc.:Business Standard, The Economic Times, The Chartered Accountant, The Chartered Secretary, Financial Express, Chartered Financial Analyst, Business World, Business Today.



M.B.A.
SEMESTER – III

FINANCE GROUP

Paper No: 305: Corporate Restructuring

Credit: 04

Unit	Detail/Particular	Teaching Hours	Marks
1	Introduction to Corporate Restructuring: Fundamental; its meaning and scope, corporate restructuring and shareholder value, Need for periodic restructuring, Benefits of corporate Restructuring, different forms, motives & applications of corporate Restructuring, Mergers & acquisitions concept, process.	12	14
2	Valuation Aspects of M&A: Fundamental and methods of valuation, Calculations of financial synergy and return, Different approaches of valuation– Comparable company & transaction analysis method, DCF, Real Option method, Formula approach for valuation and other important methods of valuation	12	14
3	RESTRUCTURING: Corporate Restructuring and Divestiture	12	14
4	M & A STRATEGIES: Alliances & Joint Ventures, Employee Stock Ownership, Going Private & Leveraged Buyouts	12	14
5	Corporate Restructuring and Ethical Consideration: Introduction, Significance of ethical Principles in Corporate Restructuring, Towards new paradigm; Some thoughts for the future, Building Principles in to Corporate Restructuring Decisions.	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. Corporate Restructuring: Enhancing the Shareholder Value Ranjan Das, Udayan Basu
2. P. Rajesh Kumar Mergers & Acquisitions Tata McGraw-Hill Latest Edition
3. Prasad Godbole Mergers, Acquisitions and Corporate Restructuring Vikas Publication Latest Edition
4. Sudi Sudarsanam Value Creation From Mergers And Acquisitions Pearson Education Latest Edition
5. James J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin Takeovers, Restructuring, and Corporate Governance Pearson Education
6. Patrick Gaughan Mergers, Acquisitions & Corporate restructuring (4th Edition) Wiley Publication
7. Arzak Value Creation from Mergers and Acquisitions Wiley India (P) Ltd.
8. Chandrashekar Krishna Murthy & Vishwanath. S.R Merger Acquisitions & Corporate Restructuring Sage Publication
9. Machiraju Mergers And Acquisitions New Age Publishers
10. Ramanujam et al Mergers TMH, 2003
11. John C. Michelson Restructuring for Growth TMH
12. Bhagvandas Corporate restructuring Himalaya



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SEMESTER – III

FINANCE GROUP

Paper No: 306: Indian Financial System

Credit: 04

Unit	Detail/Particular	Teaching Hours	Marks
1	Financial System: – An Introduction – Components – Functions – Designs – Nature and Role of Financial Institutions and Financial Markets-Classification of financial markets, types of financial assets, Development in the financial market in India	12	14
2	Money Market: Introduction Treasury Bills: Types – Commercial Paper – Commercial Bills – Certificate of Deposits – Call/Notice Money Market - Money Market - Intermediaries – Money Market Mutual Funds – Link Between Money Market and Monetary Policy in India – Tools for Managing Liquidity in the Money Market Mutual Funds: Introduction – History – Types of Schemes–Risks in Mutual Funds – NAV – Organization – Association of Mutual Funds in India – Role of Intermediaries in the Indian Mutual Fund Industry Unit Trust of India – Growth and Performance of Mutual Funds in India	12	14
3	Consumer Finance - Definition – Sources – Mode – Demand for Consumer Finances – Consumer Finance Practices in India – Product Covered – Terms of Finance – Pricing – Marketing – Consumer Finance Insurance – Consumer Credit Scoring – Merits – Limitations – Hire Purchase & Instalment Credit Merchant Banking-Definitions – Services of Merchant Bank - Regulatory Framework – Offer by Unlisted Companies – Terms of Issue – Scope of Merchant Banking in India Leasing : What is lease, Elements of lease transaction, types of lease, Need for lease, Limitations of leasing, Evolution and development of leasing in India and Financial evaluation of lease financing	12	14
4	Banking and Non-Banking Institutions: Banking Institutions – Development of Banking in India – Schedule Commercial Banks – Reforms in Banking Sector – Restructuring of Public Sector Banks – Cooperative Banking – Non-Banking Finance Companies	12	14
5	Factoring and Forfeiting: History – Types – Mechanism – Legal Aspects – Advantages & Limitations Credit Rating-Concept – Factors Affecting Assigned Rating – International Credit Rating-Agencies – Credit Rating in India – Functions – Benefits and Disadvantages of Credit Rating – Types of Rating – Credit Rating Agencies in India – CRISIL – ICRA – CARE – ONICR Financial Regulations: SEBI: Power & Functions of SEBI, Achievement of SEBI. RBI: Objectives, Origin of RBI, Legal framework, Functions	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. Management of Financial Services, Anmol Publications Pvt. Ltd., New Delhi, 2002
2. Pathak Bharati, Indian Financial System, Pearson Education, New Delhi, 2004
3. Gurusamy S., Financial Services and System, Vijay Nicole Imprints Pvt. Ltd., Chennai, 2004.
4. Machiraju H.R., Indian Financial System, Vikash Publishing House Pvt. Ltd., New Delhi, 2002
5. Khan M.Y., Financial Services, Tata McGraw Hill, New Delhi, 2001
6. Khan M.Y., Indian Financial System, Tata McGraw Hill, New Delhi, 2001
7. Desai Vansant, The Indian Financial System, Himalaya Publication, Mumbai, 2001
8. Bhatia B.S. and Batra G.S., Management Capital Markets, Financial Services and Institutions, Deep and Deep Publication, New Delhi, 2000
9. Deodhar & Abhyankar, Indian Financial System, Himalaya Publishing House, Mumbai, 2003.
10. Madhu Vij and Swati Dhawan; "Merchant banking and Financial Services published by Tata McGraw Hill, New Delhi, 2001
11. P.K.Khanna: Management of banks; Himalaya Publishing House, Mumb



**M.B.A.
SEMESTER – III**

FINANCE GROUP

Paper No: 307: Strategic Financial Management (Seminar Paper)

Credit: 04

Unit	Detail/Particular	Teaching Hours	Marks
1	Overview of Strategic Financial Management: Introduction- Meaning of strategic financial management-Definition of strategic financial management-Characteristic of strategic financial management-Scope of strategic financial management-Importance of strategic financial management- Success factor and strategic financial management-Constraints to strategic Financial Management	12	14
2	Investments Decisions under Risk and Uncertainty: Techniques of investment decision risk adjusted discount rate, certainty equivalent factor, statistical method, sensitivity analysis and simulation method- Corporate strategy and high technology investments	12	14
3	Designing Capital Structure Operating, Financial and Combined Leverage Leasing: Meaning, importance, types, tax considerations and accounting-Considerations. Evaluation of lease from the point of view of lesser and lessee; Lease versus buy decision; Venture capital: Concept and developments in India; Process and Methods of financing, fiscal incentives.	12	14
4	Performance measurement and Balance Scorecard-Rational for the current focus on Business Performance measurement – Comprehensive value metrics Framework-Non Financial Measures-Balance scorecard – Parta system-Performance Excellent Awards-Strategic Performance Measurement: Evolving Practice Financial management of sick unit: Definition of sickness- causes of sickness-symptoms of sickness-Prediction of sickness-revival of a sick unit-debt restructuring – turnaround stories	12	14
5	Corporate governance and executive compensation – Divergence of interest devices for containing agency costs-Corporate governance in the development world-corporate governance in India –reforming corporate governed –executive compensation-employee stock option plan Other emerging issues of strategic financial policy	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 financial management-Rajni Sofat and Preeti Hiro-PHI learning Pvt. Ltd
2. Ravi M. Kishor- Strategic Financial Management- Taxmann Latest, 2011
3. Ashvarath Damodar- Corporate Finance- Wiley India- Latest , 2010
4. J.B.Gupta- Strategic Financial Management Taxmann 2011, Latest
5. I.M. Pandey Financial Management Vikas Publishing 9th Edition
6. G.Sundarsana Reddy Financial Management-Principles and practice –Himalaya Publishing House
7. Financial Management –theory and Practice-Prasana Chandra-Tata Mcgraw Hill



M.B.A.
SEMESTER – III

MARKETING GROUP:

Paper No: 304: Consumer behaviour

(Credit: 04)

Unit	Detail/Particular	Teaching Hours	Marks
1	Consumer behavior and Marketing Practices: Introduction to consumer behavior, consumer behavior in evolution of marketing, Customer value, satisfaction, trust and retention, Impact of technology in Marketing, characteristics of Indian consumer, consumer decision making process. The consumer research process, Market segmentation, Market positioning and strategictargeting	12	14
2	Determinants of Consumer Behavior-1: Consumer motivation, Personality and consumer behavior, consumer perception.	12	14
3	Determinants of Consumer Behavior -2: Consumer learning, consumer attitude formation and change, communication strategies and consumer behavior.	12	14
4	Group influence on individual consumer: The family and social class, Influence of culture on consumer behavior, Influence of subculture on consumer behavior, Cross culture and consumer behavior.	12	14
5	Consumer Decision Making: Diffusion of innovation and consumer behavior, Consumer decision making and beyond.	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:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Schiffman, Kanuk and Ramesh Kumar	Consumer Behaviour	Pearson	Latest Edition
2	Loudon and Della Bitta	Consumer Behaviour	Tata McGraw Hill	Latest Edition



M.B.A.
SEMESTER – III

MARKETING GROUP:

Paper No: 305: Product and Brand Management

(Credit: 04)

Unit	Detail/Particular	Teaching Hours	Marks
1	Introduction to Product Management: Meaning and need of product management, Category Attractiveness, Market Competition and Competitor Analysis, Product Strategies and New Product Development process.	12	14
2	Product Management – marketing perspective: Customer and Market Potential Analysis, Managing a Product during various stages of PLC. Product Market Analysis for different products.	12	14
3	Introduction to Brand Management: Meaning, nature, implications of Brand, Branding & Brand Management, The concepts of Brand Equity, Creating brands in a competitive market. Brand Positioning and Brand Associations. Using Brand Elements to create brand equity.	12	14
4	Developing Brand Equity: Designing Marketing Programs to Build Brand Equity. Leveraging Secondary Brand Associations. Developing a Brand Equity Management System. Measuring Sources of Brand Equity and Brand Equity measurement approaches.	12	14
5	Implementing and Managing Brand Equity: Growing and Sustaining Brand Equity: Designing and Implementing Branding Strategies, Launching Brand Extensions Products, Managing brands overtime and geographic boundaries, revitalization of 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:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Lehman and Winer	Product Management	Tata McGraw Hill	Latest Edition
2	Kevin Lane Keller	Strategic Brand Management	Pearson Education	Latest Edition
3	Ramanuj Majumdar	Product Management in India	PHI EEE	Latest Edition



M.B.A.
SEMESTER – III

MARKETING GROUP:

Paper No: 306: Service Marketing

(Credit: 04)

Unit	Detail/Particular	Teaching Hours	Marks
1	Basics of Services Marketing: What are Services?; Why Study Services? ; Role of services in the economy; Services and Technology - technology in service encounter, emergence of self service, automation in services, Internet services; Distinctions between Services and Goods; Services Marketing Mix	12	14
2	Customer Behaviour in Service Encounter: Four Categories of Services – People – Processing, Mental-Stimulus Processing, Possession-Processing, and Information-Processing; Customer Decision Making – Pre-purchase Stage, Service-Encounter Stage and Post-Encounter Stage; Customer Expectations and Perceptions of Services – Zone of Tolerance	12	14
3	Services Marketing Mix: Product – Core and Supplementary Elements, Branding Service Products; Price – Role of Non- monetary Costs, Pricing Strategy Pricing and Revenue Management, Yield Management, Place – Service Distribution, Role of Customers in Service Delivery, Delivery through Intermediaries, Franchising, Electronic Channels, Self-Service Technologies; Promotion – Role of Marketing Communication, Marketing Communication Mix, Integrated Services Marketing Communication.	12	14
4	Expanded Marketing Mix: People – Employees’ Role in Service Delivery, Service Leadership and Culture, Process – Service Blueprinting, Service Process Redesign Physical Evidence – Service scape, Service Environments, Managing Capacity and Demand: Understanding Capacity, Demand Patterns, Strategies for Matching Capacity and Demands.	12	14
5	Service Quality and Relationship Management: Services Quality: Gaps Model; Measuring and Improving Service Quality; Relationship Management: Defining Customer Relationships; The Basics; External Relationships; Supplier Relations; Internal Relationships.	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



MAHARAJA KRISHNAKUMARSINHJI BHAVNAGAR UNIVERSITY

NAAC Accreditation Grade "B"

(With effect from Academic Year 2013-2014)

Reference / Text-Books/ Additional Reading:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Lovelock Christopher, Wirtz Jochen and Chatterjee Jayanta	Services Marketing: People, Technology, Strategy	Pearson Prentice Hall	Latest Edition
2	Zeithaml V. A., Bitner M.J., Gremler D.D., and Pandit A.	Services Marketing: Integrating Customer Focus Across the Firm	Tata McGraw Hill	Latest Edition
3	Nargundkar Rajendra	Services Marketing: Text and Cases	Tata McGraw Hill	Latest Edition



MAHARAJA KRISHNAKUMARSINHJI BHAVNAGAR UNIVERSITY

NAAC Accreditation Grade “B”

(With effect from Academic Year 2013-2014)

M.B.A.

SEMESTER – III

MARKETING GROUP:

Paper No: 307: Advertising Management (Seminar Paper)

(Credit: 04)

Unit	Detail/Particular	Teaching Hours	Marks
1	Introduction to Integrated Marketing Communication: Meaning and role of IMC in marketing mix, Introduction to IMC tools, advertising planning process, advertising vs other IMC tools.	12	14
2	Understanding communication process: The nature of communication and its process – source, message, and channel factors, Traditional consumer response hierarchy models – AIDA model, Hierarchy of effects model.	12	14
3	Dealing with advertising agencies: Participants in IMC process, Advertising dept. under centralized and decentralized system and in-house agencies, Types of Ad agencies, Ad agencies compensation, Evaluating agencies performance, Specialized service agencies.	12	14
4	Advertising Planning: Establishing objectives and budgeting for advertising program, Marketing Vs Communication objectives, DAGMAR approach for setting ad objectives. Budgeting for advertising program – Factors influencing budget, Theoretical approach to budgeting viz, Marginal analysis and Sales response curve, Method to determine advertising program budget.	12	14
5	Developing advertising program: Planning, developing, implementing and evaluating creative strategies, Measuring effectiveness of advertising program.	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:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Kruti Shah & Alan DSouza.	Advertising and Promotions: An IMC Perspective	Tata Mcgraw Hill	Latest Edition
2	Batra, Myers and Aaker.	Advertising Management.	Pearson Education.	Latest Edition
3	Geroge Belch, Michael Belch, and Keyoor Purani Bitta.	Advertising & Promotion – an Integrated Marketing Communications Perspective	Tata McGraw Hill	Latest Edition
4	Chunawala and Shethia.	Foundations of advertising.	Himalaya Publishing.	Latest Edition



M.B.A.
SEMESTER – III

HUMAN RESOURCE GROUP:

Paper No: 304: Strategic Human Resource Planning and Management

(Credit: 04)

Unit	Detail/Particular	Teaching Hours	Marks
1	Strategic management of human resources: An introduction, Environmental forces. Business strategy: An introduction to market driven strategy, Formulation of Market driven strategy. Resource driven strategy: An introduction, Organizational stock of resources, External Labour market	12	14
2	The human resource environment of business: Forces affecting human resource environment, Suppliers of human resources, Technological environment, Regulatory forces. Human resource system: it's Macro and micro dimension. Strategic human resource planning: Techniques of HR planning, Significance of human resource planning.	12	14
3	Strategic approach to manpower acquisition Recruitment: Strategic recruitment, internal market versus external market, advantages and disadvantages of external market. Strategic approach to manpower acquisition: Selection: Objectives, Skills, Selection instruments, Common selection instruments, selection and choice of selector	12	14
4	Strategic development of human resources: Introduction, Macro level plan, Micro part, Human resource development plan, Tools of development, Methodology of development, Limitations of internal development strategy. Strategic approach to management structure: introduction, Evolution of structure, Structure and organizational culture, job design, alternative and high performance work system.	12	14
5	Strategic management of performance: Introduction, Assessing performance, Correcting performance gaps. Strategic approach to compensation and benefits: Introduction, Generic approach for compensation. Strategic approach to industrial relations: Introduction, Importance of unions, Employers and union, Collective bargaining.	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. Das Pulak, Strategic Human Resource management- Cengage Learning, Latest Edition.
2. Jeffrey A Mello, Strategic HRM- Cengage Learning- Latest Edition.
3. Tanuja Agarwala, Strategic HRM- Oxford, Latest edition.
4. Schuler and Jackson, Strategic Human resource management- Latest edition.



**M.B.A.
SEMESTER – III**

HUMAN RESOURCE GROUP:

Paper No: 305: Compensation Management

(Credit: 04)

Unit	Detail/Particular	Teaching Hours	Marks
1	Introduction to compensation management: Introduction, definition, objectives, why compensation management, types of compensation, Policy decision for the pay models, components and dimensions. The reward system: Compensation and Non compensation dimensions- Compensation dimension, Non Compensation dimension, designing, internal external equity, frame work, retention strategy.	12	14
2	Total reward: Financial and Non-Financial rewards, Importance of rewards, total reward model of Armstrong. Variable pay programs: Introduction, Implementation, Incentives, team's incentives, Technical and management functions, Evaluation and development. Wage and salary administrator: concept, theories. Holistic reward strategy: Introduction, Importance, constitutes a reward strategy, Job Analysis and Job Evaluation: Job, Task, Duty, Job description and specification, Purpose, Methods, process of job evaluation, techniques of job evaluation.	12	14
3	Performance and pay: Contingent pay, bonus scheme, team pay, recognition scheme. International reward: Introduction, Home based, Host based, various strategy, responsibility, expatriate, approaches, repatriation, managing global compensation. Employee Benefits: Introduction, flexible benefits.	12	14
4	Person based compensation: Introduction, skill based pay, competency based pay. Wage differentials: Introduction, types. Pay design and structure: Introduction, pay structure, components of pay structure in India.	12	14
5	Executive Compensation: Introduction, principal and agent theory, components of an executive compensation. Compensation for employees and staff: Sales staff, knowledge workers, service staff.	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. Mousumi S. Bhattacharya and Nilanjansen gupta, Compensation management-Excel books, Latest Edition.
2. Compensation management- rewarding for performance, Dr. S.S. Upadhyay, Global India publications, Pvt. Ltd, Latest Edition.
3. Armstrong's Handbook of Reward Management Practices- Improving Performance Through Reward, Michael Armstrong, Kogan Page, 3rd Edition.
4. Compensation Management-Dipak Kumar Bhattacharyya , Oxford ,Latest Edition.
5. Compensation management- Dr. Kanchan Bhatia, Himalaya Publishing house 1st Edition.



M.B.A.
SEMESTER – III

HUMAN RESOURCE GROUP:

Paper No: 306: Industrial Relations and Trade Union

(Credit: 04)

Unit	Detail/Particular	Teaching Hours	Marks
1	Philosophy of industrial relations: Concept, scopes, objectives, approaches, evolution, participants, growth, importance, IR in India. Industrial conflict: Introduction, meaning, nature, causes, form, types of strike, disputes from employer, prevention and settlement.	12	14
2	Trade Union: Introduction, definition, characteristics, need, nature and scope, purpose, growth, functions, problems, strength. Trade union act, 1926. Employee grievances: Introduction, definition, scope and nature, need, causes, basic elements, Pre-requisites of grievance procedure, model.	12	14
3	Employee discipline: Introduction, types, causes, punishment, procedure for discipline, alternatives. Collective bargaining: Introduction, meaning, concept, scope, objectives, characteristics, nature, types, forms, functions, advantages, collective bargaining at different level, industry level, negotiations, pre-requisites, tactics, collective bargaining in India.	12	14
4	Worker's participation in management: Introduction, definition, concept, nature, objectives, actors, form, factors, need, worker's participation management in India, forms, quality circle, self managing work teams, conditions. Overviews of labour laws in India: Introduction, human aspects, labour aspects, labour legislation, need, objectives, labour legislation in India.	12	14
5	Wage issues in industrial relations: Introduction, evolution, minimum wage act, committee on fair wages, first pay commission, five year plans, Indian labour conference, second pay commission, wage boards, fifth pay commission, national wage policy, wage fixation, wage structure. The industrial disputes act, 1947.	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. Dr. V. Kubendran and Ms. K. Kodeeswari, Industrial relations and labour laws-Himalaya Publishing House, 1st Edition.
2. A.M.Sarma, Industrial relations - Himalaya Publishing House, Latest Edition.
3. A.M.Sarma, Industrial relations – conceptual and legal frame work- Himalaya Publishing House, Latest Edition.
4. S. c. Srivastava, Industrial relations and Labour laws- Vikas Publishing House Pvt. Ltd.

M.B.A.



SEMESTER – III

HUMAN RESOURCE GROUP:

Paper No: 307: Issues in HR Policy and Procedure (Seminar Paper)

(Credit: 04)

Unit	Detail/Particular	Teaching Hours	Marks
1	Introduction: Process for developing a comprehensive set of human resource policies and procedures. Identifying policies and procedures your organization requires. Laws and regulations Non Discrimination: Equal employment opportunity and affirmative action, ADA compliance, harassment, anti-harassment, reasonable accommodation,	12	14
2	Development: Writing policies and obtaining their approval, A policy and procedure format	12	14
3	Organization policies: human resource philosophy statement and mission statement, Chain of command, open door, suggestion, crisis response team, round table meetings, problem solving procedure, compensation for temporary labours, overtime, Mandatory benefits.	12	14
4	Key factors: Common elements for HR policies and procedures, hiring policy, term of employment, equal and fair treatment, attendance, termination, supervision policy, code of business conduct, work schedule, drug-free work place, other policies and procedures.	12	14
5	Administration: Communication and publication: speaking with media, press release, maintaining relevance, bulletin board, use of internet, electronic monitoring.	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. John H. McConnell, How to Develop Essential HR Policies and Procedures, AMACOM Publication, Volume 1.
2. Carol L. Barbeito, Human Resource Policies and Procedures for Nonprofit Organizations, John Wiley & sons. Latest Edition.
3. Mike Fazey, Human Resource Policy: Concepts, Processes & Applications, Tilde University Press, Latest Edition.



MAHARAJA KRISHNAKUMARSINHI BHAVNAGAR UNIVERSITY

NAAC Accreditation Grade "B"

(With effect from Academic Year 2013-2014)



M.B.A.
SEMESTER – IV

Paper No: 401: Strategic Management

(Credit: 04)

Unit	Detail/Particular	Teaching Hours	Marks
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
2	Strategic Intent and Vision: Defining & developing the organization 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 Organizational Learning on Strategic Management	12	14
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
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. Operational zing the Strategy – Annual Objectives, Functional Strategies & Business (Comprehensive) Policies Institutionalizing the strategy – Strategy and Structure; Leadership & Strategy , Impact of Organizational Values & culture on Strategy;	12	14
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



M.B.A.

SEMESTER – IV

Paper No: 402: International Trade and Finance

(Credit: 04)

Unit	Detail/Particular	Teaching Hours	Marks
1	Importance of trade and trade theories. Theories of International Trade: Classical theory of international trade, comparative cost advantage theory, modern theory of international trade. Recent changes in India's foreign trade.	12	14
2	Balance of payments: Meaning, importance and structure of BOP, BOT and BOP, Disequilibrium in BOP, types of disequilibrium, causes of disequilibrium, measures of correcting disequilibrium. India's BOP after 1991	12	14
3	International Institutions: International gold standard, International Monetary Fund, International Bank for Reconstruction and Development, International Finance Corporation, International Development Association, GATT, WTO.	12	14
4	Institutional framework for foreign trade in India: export promotion councils, commodity boards, federation of Indian export organizations, Indian institute of foreign trade, Indian institute of packaging, Indian council of arbitration, Indian trade promotion organization, special economic zones, export oriented units, export credit and guarantee corporation of India.	12	14
5	Documentation and process: Export documentation, Import documentation. Export/Import procedure, arrangement of export finance, pre shipment and post shipment formalities.	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. Krugman, P.R. and M. Obstfeld (1994), International Economics: Theory and policy, Glenview, Foresman.
2. Salvatore, D. (1997), International Economics, Prentice Hall, Upper Saddle River, N. J. New York.
3. Soderston, BO (1991), International Economics, The Macmillan Press Ltd. London.
4. Mithani D. M. (2006), International Economics, Himalaya Publishing House, Mumbai.
5. Jain S. Khushpat (2011), Export Import Procedures and Documentation, Himalaya Publishing House, Mumbai.

M.B.A.

SEMESTER – IV

Paper No: 403: Comprehensive Project Study

(Credit: 10)



M.B.A.
SEMESTER – IV

FINANCE GROUP:

Paper No: 404: Security Analysis and Investment Management

(Credit: 04)

Unit	Detail/Particular	Teaching Hours	Marks
1	<p>Investment: Objectives and risk- What is investment-What is security-Financial and economic meaning of investment- Investment and speculation-investment and Gambling-Why investment are important-factors favorable for investment-investment media</p> <p>New issue market and Stock exchange in India – The concept-Role of the new issue market-Functions-origination-Underwriting, Distribution-Recent trend in the primary market.</p> <p>Listing of securities: Introduction-Advantages of listing –Is it a legal requirement? -Key provisions in listing agreement fees- General requirements for listings. Nature and Function of stock Exchange-Organizational structure of the secondary market-Membership-Regulatory framework-Over the counter exchange of India</p>	12	14
2	<p>The Brokerage Business: Introduction-Functions of a brokerage business-Brokerage information-Functional specialization of members-Selecting a broker and a brokerage firm –Execution of order –types of transactions in a stock exchange-mechanics of share trading-transaction costs-basic types of transactions-making margin transactions-Basic margin formula-use of margin trading-short selling-who lends the security? Uses of short selling-Speculating with short sales-shorting against –the box –Carry forward facility and the theory of badla, Floating stock and Badla Rates-Carry forward system; The Patel committee report-Revised carry forward system-Brokerage charges</p> <p>Investment Companies; Introduction – Investment company-the concept-market design of investment companies(Mutual funds)-Structure of investment companies (Mutual Funds) Types of investment companies – Open-end investment Companies-Close –end investment Companies-Regulation of mutual funds-recent policy and regulatory initiatives-Computation of Net Assets value (NAV)-Mutual Fund in India</p> <p>Market Indexes: Introduction-The concept-Methods of computing the stock indexes – Price – weight and Quantity - Weight indexes – Value- Weighted indexes-Index services-Leading stock price indexes-Bombay stock exchange sensitivity index of equity prices-National index of equity price-S&P CNX NIFTY-Nifty Future at SGX-DT-RBI index of Security prices–Other index of security prices-Users and uses of market indexes</p> <p>Investment alternatives- Bond-Bonds-Preferred Stock and common stock investor and Interest rates-Government security-on-security forms of investment Real estate investment -Investment Instruments of the Money Market</p>	12	14
3	<p>Valuation of Securities- Bonds – Debentures – Preference Shares and Equity Shares</p>	12	14
4	<p>Security Analysis- Fundamental Security Analysis-Technical Analysis-Efficient theory and Recent Developments in the Indian Stock Market.</p>	12	14
5	<p>Portfolio management.- Introduction to portfolio theory-Capital market theory - Risk and Return in portfolio management-The CAPM and Markowitz Model and portfolio Analysis</p>	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. Arnlung, 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. M Ranganatham, R. Madhumathi, Investment Analysis and Portfolio Management' –, Pearson Education, New Delhi.
6. Avadhani V.A., Security Analysis & Portfolio Management, Himalaya Publishing House, Mumbai, 2008.
7. Chandra Prasanna, Investment Management, Tata McGraw Hill, New Delhi, 2008.
8. Preeti Singh, investment Management; Security Analysis and portfolio Management, Himalaya Publishing House, 14th revised edition-2006
9. Pandian P., Security Analysis and Portfolio Management, Vikas Publishing Pvt. Ltd., New Delhi, 2008
10. Sudhindra Bhatt, Security analysis and Portfolio Management



M.B.A.
SEMESTER – IV

FINANCE GROUP:

Paper No: 405: Risk Management

(Credit: 04)

Unit	Detail/Particular	Teaching Hours	Marks
1	<p>Basic principles of derivatives; Risk management with derivatives-market risk and economic stability-types of risks and risk Management practices of firms-types risks, Operating risk-Financial risk-System risk-Event risk-active and passive hedging strategies-Benefits of hedging-Hedging tools-trading in derivatives-derivatives instruments as investments –Scope and limitations</p> <p>Derivatives markets: Introduction-Development of derivatives markets-Derivatives markets in India. Economic impact of derivatives market-commodity derivatives-equity derivatives-inter-rate derivatives-currency derivatives-Derivatives market structure-derivatives segments in markets-trading functions and mechanism-clearing mechanism in derivatives market-risk mitigation in the derivatives market-desired derivatives market characteristics-effectiveness of derivatives exchange</p>	12	14
2	<p>Forward and future markets; forwarding contracts-differences between forward and spot market-futures contracts-futures market contract design-physical settlement, delivery options and cash settlement-future markets-global futures market size-individual equity future-stock index future –currency futures-future on government bonds, notes and bills-cash settled interest rate futures-</p> <p>Cost of carry model for future and forwards-introduction-cash and carry arbitrage-reverse cash and carry model-the cost of carry model with continuous compounding –consumption assets and convenient yields-value of a forward contract-relation between future and expected spot prices-backwardation and contango</p> <p>How and why do firms hedge-cost and benefit of hedging –hedging instruments-non-financial hedges-risk management structures and policies</p>	12	14
3	<p>Option instruments-introduction-features of option instruments-index option-currency options-interest rate options-swaptions</p> <p>Derivative Option strategies; Introduction-synthetic position-covered position-spread-combo-straddle-stangle-buttefly-condor-strips-strap-collar-calendar spread</p> <p>Option Pricing: Models-Black schools & Binomial Model, Option Calculator, VAR & Greek Letters.</p>	12	14
4	<p>Swap instruments-Introduction-Swaps-vanilla swaps-amortizing swap-forward swap-basis swap-constant maturity swap-yield curve swap-rate differential swap-corridor swap-uses of swap instruments</p> <p>Interest rate derivatives instruments- Introduction-interest rate derivatives products-interest rate categories-zero-coupon yield curve-term structure of interest rates –trading in forward rate agreements-speculation in interest rate derivatives-Hedging using interest rate derivatives-cheapest to deliver bonds-trading strategies using interest rate futures-trading strategies using interest rate option s-trading in interest rate swaps-interest rate trips</p>	12	14



5	Currency derivatives instruments -introduction –exchanges rate quotations-currency derivatives products-determinants of foreign exchange rate-economic theorems of exchange rate determination-speculation in currency derivatives-hedging with currency derivatives-hedging transaction exposure –currency forward-currency future-currency options-currency swaps Derivatives market regulation in India –Commodity derivatives market regulation-securities market regulation-interest rate derivatives market regulation –currency derivatives market regulation-structured credit derivatives market regulation-	12	14
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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. Jayanth Verma Derivatives and Risk Management TMH
2. Vohra & Bagri Futures and Options Tata McGraw hill Latest Edition
3. Rajiv Srivastava Derivatives & Risk Management Oxford University Latest Edition
4. John C. Hull Futures and Option Markets Pearson Education Latest Edition
5. Varma Derivatives & Risk Management Tata McGraw hill Latest Edition
6. R.Madhumathi and M.Ranganatham; Derivatives and Risk Management Pearson latest edition



M.B.A.
SEMESTER – IV

FINANCE GROUP:

Paper No: 406: International Accounting & Finance

(Credit: 04)

Unit	Detail/Particular	Teaching Hours	Marks
1	International accounting –Introduction-Causes of international differences-Major international difference in financing reporting-International classification of financial reporting-Harmonization and international accounting standards	12	14
2	Analysis and management issues –International financial analysis-International auditing –Classification and harmonization of corporate income taxes-Managerial accounting Foreign currency translation-Segment reporting –Inflation accounting-Consolidation	12	14
3	Country studies – Financial reporting in the united kingdom—United states-Netherlands-France-Germany-Japan- and International financial reporting standards	12	14
4	Multinational financial management -An overview-evolution of the international monetary and financial system-Financing the multinational corporation	12	14
5	Capital budgeting for the multinational corporation -Corporate strategy and foreign direct investment-Multinational working capital management	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

References:

1. Christopher nobes and Robert Parker; Comparative International accounting-Pearson educational asia,latest edition
2. Alan C. Shapiro; Multinational financial management: John Wiley & sons pte.ltd.latest edition
3. Arpon,jeffren s and radebaugn,lee H.International accounting and multination enterprise, new yourk,john wiley,1985
4. Bhalla,V.K..International financial management second edition, new Delhi,Anmol,2001
5. Buckely,Adrian, Multinational finance, new York, prentice hall inc.1996
6. Choi,Frederick D S and Muller Gerhard G. International accounting, Englewood Cliffs, new jersey Prentice hall inc.1984.



M.B.A.
SEMESTER – IV

FINANCE GROUP:

Paper No: 407: Financial Statement Analysis and valuation (Seminar paper)

(Credit: 04)

Unit	Detail/Particular	Teaching Hours	Marks
1	Overview of Financial Statement Analysis: Meaning – Objectives – Types of Financial Statements – Importance – Limitations - Tools of Financial Statement Analysis	12	14
2	Profitability Analysis -Concept – Analysis from the View Point of Financial Management – analysis from the View Point of Shareholders’ Working Capital Analysis -Concept –Importance – Requirements of Working Capital – Working Capital Trend Analysis – Efficiency Analysis – Analysis of Liquidity Position Activity Analysis -Meaning – Growth of Activity – Activity Analysis in Relation to Total Resources – Analysis of Components of Costs Financial Structure Analysis -Concept – Assets Structure and Capital Structure – Analysis of Long Term and Short term Funds – Ratio Analysis of Financial Structure	12	14
3	Shareholder’s Value Creation Analysis and Balanced Score Card Analysis Concept – Characteristics – Calculation EVA & MVA – Problems with EVA & MVA Meaning of BSC – Characteristics – Perspective of BSC and Strategy.	12	14
4	Corporate Valuation Adjusted Book Value Approach – Stock and Debt Approach – Direct Comparison Approach – Discounted Cash Flow Approach – Cash Flow Forecast During the Explicit Forecast Period – Cost of Capital – Continuing Value – Firm value – DCF Approach: 2-Stage and 3-Stage Growth Models – Guidelines for Corporate valuation –Inflation and Assets Revaluation.	12	14
5	Analyzing Financial Performance of Banks Reading and Analysis of Banks Financial Statements through CAMEL Model.	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:

1. Sinha Gokul, Financial Statement Analysis, Prentice Hall of India, New Delhi, 2009.
2. Gibson Charles H., Analysis of Financial Statements, Cengage Learning, New Delhi, 2009.
3. Penman Stephen H., Financial Statement Analysis and Security Valuation, Tata McGraw Hill Publishing Co., New Delhi, Third Edition.
4. Foster G.A., Financial Statement Analysis, Pearson Education, New Delhi
5. Chandra Prasanna, Financial Management, Tata Mc Graw Hill, New Delhi.
6. Pandey I.M., Financial Management – I. M. Pandey, Vikas Publishing House, New Delhi, 9th Edition
7. Bhayani S.J., Financial Analysis and Valuation, Saurashtra University, Rajkot, 2007.



M.B.A.
SEMESTER – IV

MARKETING GROUP:

Paper No: 404: International Marketing

Credit: 04

Unit	Detail/Particular	Teaching Hours	Marks
1	International Marketing: Nature Process and Benefits: Definition, Process of Internationalization, Benefits, Trade Theories, marketing barriers-tariff and non-tariff barriers, Organisation and control for International Marketing.	12	14
2	International Marketing and World Environment: Political Factors, legal Factors, Cultural Factors, Technological Factors, Regional Trade Areas (RTAs) and it's implication for International Marketers.	12	14
3	Research in International Marketing: Consumer Behavior, Psychological and Social aspects, Marketing Research and Information System, Market Entry Strategies.	12	14
4	International Marketing Mix Decisions: Product Strategies, Branding and Packaging Decisions, Pricing strategies, Sales Promotion and Advertising Strategies, Distribution and Logistics, Documentation in International Trade.	12	14
5	Financial Decisions in International Market: Sources of Finance, Financial Institution/Govt. Agencies-World Bank, IMF, WTO, ECGC, IFC etc., Currencies and Foreign Exchange Market, Exchange Rate System.	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

Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Sak Onkvisit & John J. Shaw	International marketing	PHI	Latest Edition
2	Philip R. Cateora, Graham, Prashant Salwan	International marketing	Tata McGraw Hill	Latest Edition
3	Michael R. Czinkota, Iikka A.. Ronkainen	International marketing	Cengage	Latest Edition



M.B.A.
SEMESTER – IV

MARKETING GROUP:

Paper: No: 405 Retail Management

Credit: 04

Unit	Detail/Particular	Teaching Hours	Marks
1	Introduction to Retailing: Socio-economic, Technological and Competitive Forces; Concept of Organized Retailing; Vertical Marketing System; Evolution of Modern Retailing; Theories of Retail Development. Retail Store Formats Classification based on types of Ownership; Merchandise stored; Channel used; Pricing Strategy.	12	14
2	Retail Strategy Concept of Retail Mix; Growth Strategy for Retailers / Retail Franchisors; Building Sustainable Competitive Advantage for long-term Survival and Growth; Strategies for Internationalization of Retail Business – Franchising, Licensing, Joint Ventures, Acquisition and Mergers.	12	14
3	Retail Store Location Planning Types of Retail Locations; Trading Area Analysis – Primary, Secondary and Fringe Area; Techniques of Evaluating a Trading Area – The Herfindahl-Herschman Index, The Index of Retail Saturation, Reilly’s Law of Retail Gravitation, Huff’s Model, Central Place Theory.	12	14
4	Pricing Strategies for Retail Business Concept of Retail Price; Initial and Maintained Markup; Elements of Retail Price; Determining the Price; Retail Pricing Policies / Strategies; Price Discrimination and Markdowns.	12	14
5	Management and Operation of Franchise Managing Finance: Concept of Franchising; History of Franchising; Franchising Scene outside India; Types of Franchising; Advantages and Disadvantages of Franchising Estimating cost of entry and operation, Sources of finance, Measuring Financial Performance of a Franchise. Managing Relationship, Dynamics of franchisee franchisor relationship, Concept of Trust in strengthening mutual relationship, Cultural aspects of relationship, Relationship building process, Fostering long-term relationship.	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

Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Pradhan, Swapna	Retailing Management: Text & Cases	Tata McGraw Hill	Latest Edition
2	Newman Andrew J and Peter	Retailing: Environment & Operations	Cengage	Latest Edition
3	Berman, Berry and Joel R. Evans	Retail Management: A Strategic Approach	Pearson Education	Latest Edition



M.B.A.
SEMESTER – IV

MARKETING GROUP:

Paper No: 406 Strategic Management

Credit: 04

Unit	Detail/Particular	Teaching Hours	Marks
1	Introduction to strategy: What is strategy? Components of strategy, Hierarchy of strategies, Role of marketing in formulating and implementing strategies.	12	14
2	Corporate strategy decisions: Corporate scope, mission, vision, Corporate objectives, Gaining a competitive advantage, Corporate growth strategies, Allocating corporate resources.	12	14
3	Business strategy decisions: Strategic business decisions at business level, How do business compete and different strategies for competition, Business strategies and the environment and business decisions.	12	14
4	Opportunities, targeting, differentiation and positioning: Understanding market attractiveness at macro and micro level, Concept of forecasting, Targeting, Differentiation and positioning.	12	14
5	Implementation and control: Implementing marketing strategies and plans for implementation, Marketing control – annual plan control, profitability control, efficiency control, strategic control.	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

Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Walker, Mullins, Boyd, Larreche.	Marketing strategy a decision – focused approach.	Tata McGraw Hill.	Latest Edition
2	Philip Kotler.	Marketing Management, Analysis, Planning, Implementation and Control.	Prentice Hall India.	Latest Edition
3	Rajagopal.	Marketing, Strategy, Implementation and Control.	Rawat.	Latest Edition



M.B.A.
SEMESTER – IV

MARKETING GROUP:

Paper No: 407 Sales and Distribution Management including Marketing

Credit: 04

Unit	Detail/Particular	Teaching Hours	Marks
1	Introduction to Sales & Distribution Management: Nature and scope of sales management, personal selling objectives, Types of sales management positions, Theories of personal selling, personal selling strategies, sales forecasting and budgeting decisions, emerging trends in selling, ethical leadership.	12	14
2	Personal Selling Process, Sales Territories & Quotas: Selling process, relationship selling, Designing Sales Territories, sales quotas and sales organisation structures.	12	14
3	Sales Force Management: Recruitment and selection of sales force, Training, motivating and compensating the sales force, controlling the sales force.	12	14
4	Distribution Management: Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, institutions for channels- retailing wholesaling, designing channel systems, channel management.	12	14
5	Market logistics and supply chain management: Definition & scope of logistics, Components of logistics, inventory & warehouse management, transportation, channel information systems, distribution management in international markets.	12	14

Break up of Continuous Internal Evaluation:

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

Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Krishna K. Havaladar, Vasant M. Cavale	Sales & Distribution Management	Tata McGraw Hill	Latest Edition
2	Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni	Sales Management : Decisions, Strategies & Cases	Pearson	Latest Edition
3	Johnson F.M., Kurtz D.L., Scheuing E.E.	Sales Management: Concepts, Practice, and Cases	Tata McGraw Hill	Latest Edition



M.B.A.
SEMESTER – IV

HUMAN RESOURCE GROUP:

Paper No: 404 Change Management and Organizational Development

Credit: 04

Unit	Detail/Particular	Teaching Hours	Marks
1	Overview of organizational development: Introduction, Concepts, Definition, evolution, organization culture, socialization process, psychological contract, model for organizational development. Organizational renewal and Challenge of change: Challenges, adapting to change, systems, socio-technical system, planned change, planned change model. Change of the Organizational Culture: concept, corporate culture, resistance to change, tools for change.	12	14
2	OD Practitioner: Role, Styles, haphazard and planned change, practitioners, intervention process, relationship with client, developing a contract. Diagnostic Process: meaning, problem area, data collection, diagnostic models, need. Overcoming Resistance to Change: meaning, life cycle, leading change, change model, driving forces, and strategies.	12	14
3	Process Intervention Skills: Meaning, Effective intervention, group process, types of process. Strategies for OD Intervention: organizational change, strategies, integration, stream analysis, OD intervention. Empowerment and Interpersonal Intervention: Individual, employee, laboratory learning, johari window model, transactional analysis, life planning, stress management and burn out.	12	14
4	Interventions for Team Development: Team, approach, need, process, outdoor training, role negotiation and analysis. Work team development: job design, TQM, self managed work team. High Performing Systems and Learning Organizations: system wide interventions, Research and feedback, learning organizations, radical redesign, HPS, third wave organization.	12	14
5	Organizational Transformation and Strategic Management: strategy, transformation, culture strategy, change management, changing the culture. Changing the culture OD for Future: monitor, stabilize, emerging issues, future trend, future of OD.	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

References:

1. Donald R., Brown and Don and Harvey, An experiential Approach to Organization Development- Pearson education, Latest Edition.
2. Thomas G. Cummings, Christopher G. Worley, Organization Development and Change- South-Western Cengage learning, 9th Edition.
3. Dipak Bhattacharya, Organizational Change and Development- Oxford University Press, Latest Edition.



M.B.A.
SEMESTER – IV

HUMAN RESOURCE GROUP:

Paper No: 405 Labour Legislation in India

Credit: 04

Unit	Detail/Particular	Teaching Hours	Marks
1	Labour laws in India: introduction, human aspects, labour aspects, need, objectives, labour legislation in India. Labour inspection system: inspectors, factory inspection. Statutory welfare provision: washing, storing and drying clothing, sitting, first-aid, rest room, lunch room, canteen, welfare officer, welfare work by employer, welfare by worker's organization.	12	14
2	Minimum wages act- 1948, Payment of wages act- 1936, the contract labour (regulation and abolition) act-1970	12	14
3	Employees provident fund act-1952, the employee state insurance act-1948, workmen's compensation act-1923.	12	14
4	Payment of gratuity act-1972, Maternity benefit act-1961, Payment of bonus act-1965.	12	14
5	Factories act (only labour related provisions), Equal remuneration act-1976, Social security act-2008.	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

References:

1. Dr. V. Kubendran and Ms. K. Koeswari, Industrial relations and labour laws- Himalaya Publishing House, Latest Edition.
2. A.M.Sarma, Industrial relations – conceptual and legal frame work- Himalaya Publishing House, Latest Edition.
3. S. c. Srivastava, Industrial relations and Labour laws- Vikas Publishing House Pvt. Ltd, Latest Edition.
4. A.M.Sarma, Aspects of Labour welfare and social security- Himalaya publishing house, Latest Edition.
5. P.K.Padhi, Labour and Industrial Laws- PHI Learning Private Limited, Latest Edition.



M.B.A.
SEMESTER – IV

HUMAN RESOURCE GROUP:

Paper No: 406 Human Resource Development and Training

Credit: 04

Unit	Detail/Particular	Teaching Hours	Marks
1	Training: concept, role, need, importance. Development: concept, role, need, importance, difference between training and development, Evolution of HRD, HRD and HRM, HRD Functions, Role of HRD, Professional, Challenges to organizations and HRD, Professionals, Framework for HRD Process., Assessing HRD needs: Definitions, Purpose of Needs, Levels of Need analysis, Strategic/Organizational Analysis, Task analysis, Person analysis, Prioritizing HRD Needs	12	14
2	Designing Effective HRD programs: Defining the objectives of the HRD interventions, Selecting the Trainer, Preparing a lesson Plan, Selecting training methods, Preparing training materials, Scheduling HRD Programs. Learning: concept, need, culture.	12	14
3	Implementing HRD programs: Training Delivery methods, On-Job Training methods, Classroom Training approaches, Computer based training program. HRD evaluation: Purpose of HRD Evaluation, Models and frameworks of evaluation, Accessing impact of HRD Programs, Ethical issues concerning Evaluation.	12	14
4	Career management and Development: concept, stages, models, process, roles, issues. Skills and technical training: work place competencies, skill programs, technical training, interpersonal training, professional development.	12	14
5	Coaching and performance management: concept, need, skill for coaching. Employee counseling and wellness: employee counseling program, employee assistance program, stress management, employee wellness and health promotion program, issues.	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

References:

1. Werner & Desimone ,Human Resource Development, Cengage Learning, 5th Edition
2. Desimone, Werner & Harris, Human Resource Development, Thomson South-Western-3rd Edition.
3. David Mankin, Human Resource Development, Oxford, Latest Edition
4. Biswanath Ghosh ,Human Resource Development & Management, Vikas Publication, Latest Edition
5. Pareekh Udai & TV Rao, Understanding HRD System, Tata McGraw-Hill, Latest Edition



M.B.A.
SEMESTER – IV

HUMAN RESOURCE GROUP:

Paper No: 407 Issues in International Human Resource Management (seminar paper)

Credit: 04

Unit	Detail/Particular	Teaching Hours	Marks
1	The multinational context: International human resource management, domestic HRM, barriers to effective global HRM. The Organizational context: Path to global status, control mechanism, operation, Early stage of internationalization, global product. Sustaining international business operations: approaches to staffing, transferring staff for international business activities, role of expatriate, role of non-expatriate.	12	14
2	Recruiting and selecting staff for international: International labour market, issues in staff selection, selection criteria, dual-career couples, female expatriate. Training and development in global context: role of expatriate training, pre-departure training, development of staff through international assignments, and impact of different learning styles on training.	12	14
3	Re-entry and career issue: repatriation process, individual reaction to re-entry, multinational response, designing a repatriation program, expatriate of failure. HRM in the host country context: standardization and adoption of work practice, retaining, developing, retrenching staff, language standardization, monitoring the hr practices of host country subcontractors.	12	14
4	IHRM and IR: issues in international IR, trade union and international IR, regional integration- the European union, issue of social dumping, impact of the digital economy. Performance management: multinational performance management, performance management of international employees, performance appraisal of international employees, appraisal of HCN employees.	12	14
5	IHRM trends and future challenges: international business ethics and HRM, mode of operation and IHRM, ownership issues, research issues and theoretical developments. Indian multinational companies: New MNCs and M&A, Indian joint ventures, Indian Greenfields, international operations of the various Indian groups.	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

References:

1. Dowling and Welch, International Human Resource management- Cengage learning, Latest Edition.
2. P. L. Rao, International Human Resource management- Excel books, Latest Edition.
3. Tony Edwards, International Human Resource Management- Pearson Education, Latest Edition.
4. Terence Jackson, International Human Resource Management a Cross-Cultural approach- SAGE, Latest Edition.



Note:

- (1) From June 2013 onwards Department will offer single specialization.
- (2) Three specializations would be offered to the students from June 2013.
- (3) Specialization would be offered to the students in 3rd semester on the basis of combined merit of total marks of semester 1st and 2nd.
- (4) Equal number of students would be divided among three specializations on the basis of their 1st and 2nd semester merit as per their choice.
- (5) For the purpose of summer project and final project 5 students would be allotted to each faculty member for the purpose of guidance and the work load of the faculty would be equal to one theory paper.