



बरकतउल्ला विश्वविद्यालय, भोपाल

कार्यालय - होशंगाबाद रोड़, भोपाल (म.प्र.) 462026

कमांक 2857/अकादमी/पाठकम/अ-1/अधि- /19

भोपाल, दिनांक : 26.7.19

अधिसूचना

सर्व संबंधितों को सूचित किया जाता है कि स्नातकोत्तर एम.बी.ए. फुलटाईम (महाविद्यालय में संचालित) विद्यार्थियों के लिए पाठ्यक्रम संबंधित अध्ययन समिति, विद्यापरिषद की अनुशंसा को कुलपति जी के अनुमोदन उपरांत सत्र 2019-20 में एम.बी.ए. फुल टाईम (महाविद्यालय में संचालित) के पाठ्यक्रम को आवश्यकतानुसार संशोधन किया गया है।

संशोधित पाठ्यक्रम सत्र 2019-20 से प्रथम सेमेस्टर में अध्ययनरत् विद्यार्थियों पर लागू होंगे तथा द्वितीय से चतुर्थ सेमेस्टर का पाठ्यक्रम पूर्व सत्र 2018-19 का ही प्रभावशील होगा।

आदेशनुसार

कुलसचिव

बरकतउल्ला विश्वविद्यालय, भोपाल

पृ.कमांक : 2858/अकादमी/पाठ/अ-1/18
प्रतिलिपि :-

भोपाल, दिनांक : 26.7.19

1. आयुक्त उच्च शिक्षा विभाग, सतपुड़ा भवन, भोपाल।
2. समस्त प्राचार्य/संचालक संबद्धता प्राप्त शासकीय/अशासकीय महाविद्यालयों की ओर सूचनार्थ।
3. अधिष्ठाता, अध्ययन मंडल/समिति, अध्यक्ष एवं सदस्यगण की ओर सूचनार्थ।
4. अधिष्ठाता, छात्र कल्याण/संबंधित विभागाध्यक्ष, बरकतउल्ला विश्वविद्यालय भोपाल की ओर सूचनार्थ।
5. उप-कुलसचिव/सहा. सहायक कुलसचिव/संबंधित सहायक गोपनीय/परीक्षा/भंडार शाखा बरकतउल्ला विश्वविद्यालय, भोपाल की ओर सूचनार्थ।
6. जनसंपर्क अधिकारी/प्रभारी मित्र कार्यालय, बरकतउल्ला विश्वविद्यालय की ओर सूचनार्थ।
7. वेबसाइट प्रभारी की ओर इस आशय के साथ की कृपया इस अधिसूचना के साथ संलग्न संशोधित पाठ्यक्रमों को विश्वविद्यालय की वेबसाइट पर अपलोड करने की कार्यवाही सुनिश्चित करने का कष्ट करें।
8. कुलपति/कुलसचिव के निज सचिव/सहायक के माध्यम से कुलपति जी की ओर सूचनार्थ।
9. संबंधि नस्ती।

सहा. कुलसचिव (अकादमी)

बरकतउल्ला विश्वविद्यालय, भोपाल
Barkatullah Vishwavidyalaya, bhopal

Course of Studies & Prescribed Books
Approved by Management Committee



Faculty of Management
MBA
I to IV Semester

(Revised Syllabus)
Examination 2019-20

(w-e.f. Batch 2019-20)

प्रकाशक
कुलसचिव
बरकतउल्ला विश्वविद्यालय, भोपाल

मूल्य : 50.00

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BARKATULLAH UNIVERSITY, BHOPAL

Revised Syllabus for MBA (Full Time) Semester-I

With Effect from Session 2019-20

“MANAGEMENT CONCEPTS & PRACTICES”

COURSE NO. CP-101

Max. Marks : 80
Min. Pass Marks : 32

COURSE OBJECTIVE :

To familiarize students with Comprehensive contemporary Management Principles & Practices.

COURSE CONTENTS:

- UNIT 1: Management – Objectives, Process, Function, Roles, Definition of Business Ethics, Ethics for Manager, Indian Values & Ethics.
- UNIT 2: Evolution of management Thought, Taylor, Fayol, Elton Mayo, Likert & Webber (Theories of Management): Recent Trends and Future Challenges of Management.
- UNIT 3: Planning – Concept, Types and Process, Strategic Management Overview and Process; MBO, MBE: Tools of Planning, Decision Making - Concept and Process.
- UNIT 4: Organizing- Principles, Structure, Process, Departmentalisation: Span of Control; Decentralizations Staffing, Scope, Process, Line & Staff Relationship & Conflict.
- UNIT 5: Directing and Controlling Overview Motivation, Morale and Productivity, leadership, Communication (Organizational): Controlling: Process, Coordination.

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 and Cases)	3 out of 5	3x16 = 48 Marks

SUGGESTED READINGS:

1. Anil Bhat & Arya Kumar, Principles Processes, and Practices, Oxford Higher Education.
2. Satyaraju & Parthasarthy, Management Text and Cases, PHI Learning.
3. J.S. Chandan, Management Theory and Practice, Vikas Publishing House.
4. Kanishka Bedi, Management and Entrepreneurship, Oxford Higher Education.

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BARKATULLAH UNIVERSITY, BHOPAL

Revised Syllabus for MBA (Full Time) Semester-I
With Effect from Session 2019-20

“QUANTITATIVE METHODS”

Course No. CP: 102

Max Marks : 80

Min. Pass Marks : 32

COURSE OBJECTIVE:

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

COURSE CONTENTS:

- UNIT 1: Statistical basis of managerial decision: Frequency distribution and graphic representation of frequency distribution, Measures of Central Tendency-Mean, Median, Mode, Requisite for ideal measures of Central tendency.
- UNIT 2: Dispersion: Measures of dispersion - Range, Quartile Deviation, Mean Deviation from mean, Standard Deviation, Measure of shape – Concept of skewness, kurtosis.
- UNIT 3: Theory of Probability distribution – Trial and event, sample space, Simple problem based on sample space, Binomial, Poisson, Normal Distribution and their application in business decision making.
- UNIT 4: Correlation and regression analysis- Karl Pearson's coefficient of correlation, Spearmen rank correlation, Simple regression equation, Regression coefficient, Time Series analysis and forecasting.
- UNIT 5: Sampling Distribution, Null-hypothesis, Alternative hypothesis, One sample test for mean, Index Number, Fisher and Laspeyres, Paasche.

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 and Cases)	3 out of 5	3x16	= 48 Marks

SUGGESTED READINGS:

1. Gupta, S.P. and Gupta M.P. "Business Statistics". New Delhi, Sultan Chand.
2. Levin Richard I and Rubin Devid S. 'Statistics for Management'. New Jersey, Prentice Hall Inc.
3. Shrivastava, T. N and Shailaja Rago, 'Statistics for Management', Tata McGraw Hills Pvt. Ltd., New Delhi.
4. Kapoor V. K, Sancheti D.C., and Mehta P.L., Quantitative Methods, Sultan Chand & Sons, New Delhi.
5. Elhance D. N, and Agrawal R. D., Fundamental of Statistics for Management', Kitab Mahal, New Delhi.

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BARKATULLAH UNIVERSITY, BHOPAL

Revised Syllabus for MBA (Full Time) Semester-I

With Effect from Session 2019-20

“MANAGERIAL ECONOMICS”

Course No. CP: 103

Max Marks : 80

Min. Pass Marks : 32

COURSE OBJECTIVE:

The objective of this course is to illustrate the application of economic theory and methodology as an alternative in managerial decisions.

COURSE CONTENTS:

- UNIT 1:** Introduction to Managerial Economics –Nature, Scope -Marginal Analysis, Determination of Consumer’s Equilibrium through Utility and Indifference Curve Approach, Theory of Demand – Demand Functions, Change in Demand, Elasticity of Demand.
- UNIT 2:** Cost Analysis-Types of Costs, Cost-Output Relationship: Cost Function, Production Analysis, Meaning of Production and Production Function, Cost of Production, Return to a Factor, Return to Scale, Profit and Sales Maximization.
- UNIT 3:** Market Structure -Types & Characteristics, Price Determination under Perfect, Monopolistic, Oligopoly and Monopoly Market, Introduction to Duopoly and Price Discrimination under Monopoly.
- UNIT 4:** National Income –Aggregates and concepts, GNP and GDP, and Methods to Measure National Income, Centre –State Financial Relationship.
- UNIT 5:** Money Supply and Monetary Policy, Aggregate Consumption, Gross Domestic Savings, Gross Domestic Capital Formation –WPI, CPI and Inflation, Fiscal Policy, Business Cycle- Introduction, Meaning and Features, Balance of Payment, Balance of Trade.

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 and Cases)	3 out of 5	3x16 = 48 Marks

SUGGESTED READINGS:

1. Managerial Economics, Geetika Ghosh, Roy Choudhury, Tata McGraw Hill Publication.
2. Modern Economic Theory, Dewett. K.K. & Chand. Adarsh, Shyamlal Charitable Trust, New Delhi.
3. Managerial Economics, Diwedi D.N., Vikas Publication.
4. Managerial Economics, Varshney R.L & Maheswari R.L.
5. Business Economics, Adhikary, M, Excel Books, New Delhi.

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BARKATULLAH UNIVERSITY, BHOPAL

Revised Syllabus for MBA (Full Time) Semester-I
With Effect from Session 2019-20

"COMMUNICATION SKILLS"

Course No. CP: 104

Max Marks : 80

Min. Pass Marks : 32

COURSE OBJECTIVE:

The basic objective of this course is to sharpen the Analytical, Written, non-verbal, Spoken Communication and inter-personal Skills essential in organizations involving decision making and implementation.

COURSE CONTENTS:

- UNIT 1: Meaning, nature, needs, types of Communication: Oral Written & non Verbal, Upward, Downward & Latest, Theories of Communication, Process of Communication, Barriers to Effective Communication.
- UNIT 2: Written Strategies: Letter writing, types of business letter, Do's and Don't's of business letter, Business Memos, Resume Writing, Essentials of Resume writing, Importance of Resume and Covering letter.
- UNIT 3: Communication for employment: Strategies to develop effective communication skills, Speeches, Public Speaking, Interviews, Group Discussion, Conference, Effective Listening, and Grapevine Communication..
- UNIT 4: Types of Non Verbal Communication: Meaning and Importance Kinesics, Proxemics, Chronemics, Paralanguage and Artefacts, Business Etiquettes: Dressing & Grooming, Business Meals, Table Manners.
- UNIT 5: Report Writing: Types and Structure of Reports, Drafting of Reports, Introduction to Electronic Communication, Designing and Delivering Business Presentations.

SCHEME OF EXAMINATION:

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

PATTERN FOR EXTERNAL EVALUATION:

Sec A: (Short Answers)	4 out of 8	4x8	= 32 Marks
Sec B: (Essay Type and Cases)	3 out of 5	3x16	= 48 Marks

SUGGESTED READINGS:

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

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BARKATULLAH UNIVERSITY, BHOPAL

Revised Syllabus for MBA (Full Time) Semester-I
With Effect from Session 2019-20

“INTERNATIONAL BUSINESS ENVIRONMENT”

Course No. CP: 105

Max Marks : 80

Min. Pass Marks : 32

COURSE OBJECTIVE:

This course will provide the students with an opportunity to learn and understand how business is conducted in the international arena and developing problem-solving and critical thinking abilities within the context of trading across national boundaries.

COURSE CONTENTS:

- UNIT 1: Introduction to International Business: Various forms of International Business, Modes of entry in International Market, Understanding Globalization, Multinationals as global Intermediaries, Theories of International Trade and their application.
- UNIT 2: International Business Environment: Introduction, Economic Environment, Political Environment, Demographic environment, Legal Environment, Cultural & Social Environment.
- UNIT 3: International Trade Institutions & Agreements: Introduction, World trade organization (WTO), Overview of Regional Integration, Types of Integration, Regional Trading Arrangements, Instruments of Trade Policy (Tariff & Non- Tariff Barriers to Trade)
- UNIT 4: International Financial Management: Overview of Decision Area of International Financial Management, Exchange rate Determination, Financial Institutions (IMF, World Bank), Financial markets.
- UNIT 5: International Human Resource Management & Ethics in International Business, Social Responsibility of Business.

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 and Cases)	3 out of 5	3x16 = 48 Marks

SUGGESTED READINGS:

1. Aswathappa.K., International Business. Tata McGraw-Hill Publishing company Ltd.
2. Hill & Jain, International Business (SIE), Tata McGraw-Hill Publishing company Ltd.
3. Sundaram & Black. The International Business Environment: Text and Cases, PHI Learning Private Limited.
4. Cherunilam, International Business: Text and Cases, PHI Learning Private Limited.
5. Justin Paul, International Business, PHI Learning Private Limited.

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BARKATULLAH UNIVERSITY, BHOPAL

Syllabus for MBA (Full Time) Semester-I
With Effect from Session 2019-20

“ACCOUNTING FOR MANAGERS”

Course No. CP: 106

Max Marks : 80

Min. Pass Marks : 32

COURSE OBJECTIVE:

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

COURSE CONTENTS:

- UNIT 1: Financial Accounting – Concept, Importance and Scope, principles of Double Entry, Ledger Accounting, Preparation of Trial Balance.
- UNIT 2: Preparation of Financial Statements – Profit and Loss Account and Balance Sheet; Depreciation Accounting.
- UNIT 3: Financial Statement analysis - Comparative Statement; Common Size Statement; Ratio analysis, Cash flow and fund flow analysis.
- UNIT 4: Management Accounting – Concept; Needs, Importance; Cost Accounting – Records and Processes, Inventory Valuation, Reconciliation between Financial and Cost Accounts.
- UNIT 5: Costing for Decision – Making, Marginal Costing and Absorption Costing.

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 and Cases)	3 out of 5	3x16	= 48 Marks

SUGGESTED READINGS:

1. Anthony R N and Reece, J.S., 'Accounting Principles', 6th ed. Homewood, Illinois Richard D, Irwin.
2. Bhattacharya S K and Dearden J, 'Accounting for Management', Text and Cases, New Delhi.
3. Sharma & Gupta, 'Management Accounting' Kalyani publication.
4. Pandey I.M., 'Management Accounting', Vikas Publication.

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BARKATULLAH UNIVERSITY BHOPAL

Revised Syllabus for MBA (Full Time) Semester-II
With Effect from Session 2019-20

“ORGANISATIONAL BEHAVIOUR”

Course No. CP: 201

Max Marks : 80
Min. Pass Marks : 32

COURSE OBJECTIVE :

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

COURSE CONTENTS :

- UNIT 1: Understanding Organizational behaviour: Levels of analysis within OB – individual, group and organization; challenges and opportunities for OB; relationship of OB with other fields.
- UNIT 2: Foundation of individual behaviour; learning theories; Perception: factors influencing Perception; Personality, Attitudes, Job satisfaction and Values.
- UNIT 3: Motivation: concept and process; Motivation theories: Maslow, McGregor, Herzberg, Alderfor's, Vroom, Porter & Lawler and Equity theory; Its Application in Organisation; Group: nature, functions & development.
- UNIT 4: Organisational Culture & Climate; Organisational Conflicts Type, Causes and Management; Johari Window and Transactional Analysis; Emotional Intelligence; Knowledge Management; Power & Politics; Negotiation.
- UNIT 5: Organisational Change: Forces for change; Resistance to change; Managing change; Stress; Concept, Sources of Stress, Consequences, Management of Stress; Burnout: Causes and Handling of Burnout; Leadership: Leadership Theories, Leadership Styles, Examples of Effective Organizational Leadership 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 4x8 = 32 Marks.
Sec. B: (Essay type & case) 3 out of 5 3x16 = 48 Marks.

SUGGESTED READINGS:

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

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BARKATULLAH UNIVERSITY, BHOPAL

Revised Syllabus for MBA (Full Time) Semester-II
With Effect from Session 2019-20

“HUMAN RESOURCE MANAGEMENT”

Course No. CP: 202

Max. Marks : 80

Min. Pass Marks: 32

COURSE OBJECTIVE:

The objective of the course is to teach the basic principles of human resource management—how an organization acquires, rewards, motivates, uses, and generally manages its people effectively. In addition to providing a basic legal and conceptual framework for managers, the course will introduce the manager to practices and techniques for evaluating performance, structuring teams, coaching and mentoring people in today’s increasingly complex workplace.

COURSE CONTENTS:

- UNIT 1: Introduction to HRM: Scope & Perspectives, Functions of HRM, HRM in the era of Globalization, Technological Advancements and Digitization, Corporate Objectives and Human Resource Planning.
- UNIT 2: Demand Forecast of Human Resource, Human Resource Planning & Recruitment: Career & Succession Planning, Job Analysis, Role Description, Methods of Manpower Search, Attracting and selecting Human resource.
- UNIT 3: Training & Development: Induction / Orientation & Socialization – Purpose and Process, Methods of Training and Development, Systematic Approach to Training.
- UNIT 4: Appraising Personnel And Job: Performance Appraisal & Potential Evaluation – Objectives, Process and Methods of Performance Appraisal, Job Evaluation & Wage Determination – Purpose and Methods.
- UNIT 5: Industrial Relations And Welfare: Employee Welfare – Objectives, Approaches and Types, Industrial Relation – Objectives and Roles, Trade Union – Features, Objectives, Structure and Problems, Causes of Disputes, Dispute Resolution & Grievance Management Employee Empowerment.

SCHEME OF EXAMINATION:

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

PATTERN FOR EXTERNAL EVALUATION:

Sec A: (Short Answers)	4 out of 8	4x8	= 32 Marks
Sec B: (Essay Type and Cases)	3 out of 5	3x16	= 48 Marks

SUGGESTED BOOKS:

1. Human Resource Management, John M Ivancevich, Tata McGraw Hill Education Pvt. Ltd., New Delhi.
2. Human Resource and Personnel Management (Text & Cases), K.Asathappa, Tata McGraw-Hill Publishing Company, New Delhi.
3. Human Resource Management, Gary Dessler, Biju Varkkey, Pearson Publications.
4. Human Resource Management, Biswajeet Pattanayak, PHI Learning Pvt. Ltd, New Delhi.
5. Human Resource Management (Text & Cases), V.S.P Rao, Excel Books, New Delhi.
6. Managing Human Resource, R.S.Dwivedi, Galotia Publishing Ltd.

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BARKATULLAH UNIVERSITY, BHOPAL

Syllabus for MBA (Full Time) Semester-II
With Effect from Session 2019-20

“FINANCIAL MANAGEMENT”

Course No. CP: 203

Max Marks : 80
Min. Pass Marks : 32

COURSE OBJECTIVE:

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

COURSE CONTENTS:

- UNIT 1: Aims and Objectives of Financial Management; Function of Financial Management- Concept, Du Pont Analysis, Time Value of Money.
- UNIT 2: Capital Budgeting, Methods of Capital Budgeting- Traditional Methods, Pay Back Period, ARR, Discounted Cash Flows, NPV, IRR, Profitability Index.
- UNIT 3: Instruments of Long Term Finance, Share Capital, Debentures/ Bonds, Hybrid Instruments, Venture Capital.
- UNIT 4: Cost of Different sources of Raising Capital, Weighted Average cost of Capital; Capital Structure, Theories and Optimum Capital Structure, Leverage - Operating Leverage, Financial Leverage & Combined Leverage.
- UNIT 5: Dividend Policy, Theories of Dividend Policy, Management of Working Capital-Cash Receivables and Inventory management. Internal Financing.

SCHEME OF EXAMINATION:

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

PATTERN FOR EXTERNAL EVALUATION:

Sec A: (Short Answers) 4 out of 8
Sec B: (Essay Type and Cases) 3 out of 5

4x8 = 32 Marks
3x16 = 48 Marks

SUGGESTED READINGS:

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



BARKATULLAH UNIVERSITY, BHOPAL

Revised Syllabus for MBA (Full Time) Semester-II
With Effect from Session 2019-20

“MARKETING MANAGEMENT”

Course No. CP: 204

Max Marks : 80

Min. Pass Marks : 32

COURSE OBJECTIVE:

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

COURSE CONTENTS:

- UNIT 1: Nature and scope of marketing, Introduction of Marketing Mix and Importance of Marketing in Business. The Marketing Environment and Environment Scanning.
- UNIT 2: Marketing Information System and Marketing Research, Understanding Consumer and Industrial Markets, Market Segmentation, Targeting And Positioning.
- UNIT 3: Product Decisions, Product Mix, Product Life Cycle, New Product Development, Branding and Packaging Decisions, Pricing Methods and Strategies, Promotion Mix, Advertising, Sales Promotion, Publicity and Personal Selling.
- UNIT 4: Channel Management- Introduction, Need of Marketing Channels, Types of Channel Members, Conflict Management, Introduction of Supply Chain Management and Logistics.
- UNIT 5: Evaluation and Control of Marketing Efforts; New Issues in Marketing Globalization, Consumerism, Green marketing, Legal issues, Social Media Marketing & E-Commerce Marketing, Marketing Ethics.

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 and Cases)	3 out of 5	3x16	= 48 Marks

SUGGESTED READINGS:

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



BARKATULLAH UNIVERSITY, BHOPAL

Revised Syllabus for MBA (Full Time) Semester-II
With Effect from Session 2019-20

“RESEARCH METHODOLOGY”

Course No. CP: 205

Max Marks : 80

Min. Pass Marks : 32

COURSE OBJECTIVE:

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

COURSE CONTENTS:

- UNIT 1: Introduction to Research Methodology – Meaning, Objectives, Significance of Research in Management: Importance and scope of Research Methodology.
- UNIT 2: Research Process- Defining Research Problem; Setting of Hypothesis; Research Design – Exploratory, Descriptive and Experimental Research Designs.
- UNIT 3: Sampling Design – Steps in Sampling Design; Criteria of Selecting a Sampling Procedure, Characteristics of Good Sample Design; Types of Sample Design.
- UNIT 4: Measurement & Scaling; Questionnaire Design; Data Collection – Primary and Secondary data; Observational and Survey Methods; Processing of Data – Editing, Coding, Classification, Tabulation of data.
- UNIT 5: Analysis and Report Writing – Selection of Appropriate Statistical Techniques; Parametric Test for Hypothesis testing – T-test, Chi – Square test; Characteristics of Non parametric Test; One – way ANOVA; Report writing.

SCHEME OF EXAMINATION:

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

PATTERN FOR EXTERNAL EVALUATION:

Sec A: (Short Answers)	4 out of 8	4x8 = 32 Marks
Sec B: (Essay Type and Cases)	3 out of 5	3x16 = 48 Marks

SUGGESTED READINGS:

1. Kothari C.R., 'Research Methodology', Wishwa Prakashan.
2. Dwivedi R.S., 'Research Methods in Behavioural Science', Macmillian Publishing Company.
3. Zikmand W.G, 'Business Research Methods', Thomson, South-Western.
4. Gupta, S.P. 'Statistical Methods', Sultan Chand, New Delhi.
5. Golden, Biddle, Koren and karen D. Locje, 'Composing Quantitative Research', Sage Publication.

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BARKATULLAH UNIVERSITY, BHOPAL

Revised Syllabus for MBA (Full Time) Semester-II
With Effect from Session 2019-20

“PROJECT MANAGEMENT”

Course No. CP: 206

Max Marks : 80
Min. Pass Marks : 32

COURSE OBJECTIVE:

To familiarize the students with the fundamental concepts and methods of Project Management – Selection, Planning, Budgeting, Scheduling, Resource allocation, Monitoring and control.

COURSE CONTENTS:

- UNIT 1: Project Management - Concept and Definition, The Project Management Life Cycle, Project Selection and its Models.
- UNIT 2: Role of the Project Manager, Selecting the Project Manager, Project Organization types, The Project Team, Project Management Office (PMO), Project Planning
- UNIT 3: Project Implementation – Basic concepts of Budgeting and Cost Estimation, Scheduling, Project Network Construction, Network Techniques: PERT and CPM, Project Crashing
- UNIT 4: Resource Allocation – Basic concepts of Resource Allocation and Resource Allocation Problem, Types of Resources – Work Resource, Material Resource, Cost Resources; Resource Loading, Resource Levelling
- UNIT 5: Project Monitoring – Basic Concept of Project monitoring cycle - The Planning-Monitoring-Controlling Cycle, Project Control – Purpose and types of control

SCHEME OF EXAMINATION:

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

PATTERN OF EXTERANL EVALUATION:

Sec A: (Short answer) 4 out of 8

4x8 = 32 Marks

Sec B: (Essay type and case) 3 out of 5

3x16 = 48 Marks

REFERENCE BOOKS:

1. Project Management: A Managerial Approach – Jack R. Meredith, Samuel J. Mantel, Jr. – Wiley India Publication.
2. Project Management: R. Panneerselvam, P. Senthilkumar, PHI Learning Pvt Ltd
3. Project Management: The Managerial Process – Clifford F. Gray, Erik W. Larson, Tata McGraw-Hill Publishing company Ltd.
4. Textbook of Project Management, P. Gopalakrishnan, VE Ramamoorthy, MacMillan Publication.



BARKATULLAH UNIVERSITY, BHOPAL

Revised Syllabus for MBA (Full Time) Semester-III
With Effect from Session 2019-20

“BUSINESS POLICY & STRATEGIC MANAGEMENT”

COURSE NO. CP-301

Max. Marks : 80
Min. Pass Marks : 32

COURSE OBJECTIVE :

Knowing about applied Strategic Management frameworks & tools to analyze, formulate & implement Strategies. To develop strategic thinking about the direction, positioning & capabilities to achieve a sustainable competitive advantage in Business.

COURSE CONTENTS:

- UNIT 1: Business Policy & Strategic Management: Concept of Strategic Management, Concept of Strategic Planning, Mission, Vision and Values of a Business Organization, Importance of Business Policy, Types of Policies, Corporate Culture.
- UNIT 2: Environmental Scanning: External and Internal Environmental Scanning, Industry Analysis, Concept of Value Chain, Resource Based View, The Industry Cycles, 4P Strategy Concept and Porter's Competitive Model, SWOT Analysis, Value Chain Concept.
- UNIT 3: Strategy Formulation: Situational Analysis, Corporate Strategy, Directional Strategy, Growth, Stability and Retrenchment Strategy, Levels of Strategy,
- UNIT 4: Strategy Implementation: Implementation Challenges, Resource Allocation, Design Thinking, Red Oceans Vs Blue Ocean Strategy, Business Model Innovation, BCG Matrix, GEC Model,
- UNIT 5: Strategy Evaluation & Control: Measuring Performance, Balanced Score Card, Contingency Planning, Strategy Auditing, Difference Between Strategic Control and Operational Control.

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 and Cases)	3 out of 5	3x16 = 48 Marks

Text Books:

1. Concepts in Strategic Management and Business Policy, by Wheelen, Hunger, Hoofman, Bamford – Pearson.
2. Strategic Management and Business Policy, by Azhar & Adela Kazmi – Tata McGraw-Hill Publishing company Ltd.
3. Strategic Management Concepts and Cases, by Fred David - PHI Learning Private Limited.



BARKATULLAH UNIVERSITY, BHOPAL

Syllabus for MBA (Full Time) Semester-III
With Effect from Session 2019-20

“DECISION SUPPORT SYSTEMS AND MANAGEMENT INFORMATION SYSTEM”

COURSE NO. CP-302

Max. Marks = 80
Min. Pass Marks : 32

OBJECTIVE :

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 1: Management Information System: Basics; System Concepts; System Entropy; Subsystems – Basics, Decomposition / Simplification; System Types; Value of Information.
- UNIT 2: Frame Works – Major Trends And Applications Of Information Technology; System Analysis & Design: Systems Development Methodologies – SDLC & Prototype Approach, Case Study.
- UNIT 3: Managerial Decision Making : Decision Basics; Decision Types; Certainty, Uncertainty, Risk-Taking, Decision Making Process; Problem Solving Techniques; DSS Overview.
- UNIT 4: 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 5: 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	4x8 = 32 Marks
Sec B: (Essay Type and Cases)	3 out of 5	3x16 = 48 Marks

SUGGESTED READINGS:

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

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BARKATULLAH UNIVERSITY, BHOPAL

Revised Syllabus for MBA (Full Time) Semester-III
With Effect from Session 2019-20

MARKETING MANAGEMENT **"CONSUMER BEHAVIOUR"**

COURSE NO. FSM-1

Max. Marks : 80
Min. Pass Marks : 32

COURSE OBJECTIVE:

This course introduces the student to the dynamics of consumer behavior and its influence on marketing activities. This course also helps students in developing an understanding of peoples' consumption-related behaviors and to develop and evaluate marketing strategies intended to influence those behaviors.

COURSE CONTENTS:

- UNIT 1: Introduction to Consumer Behaviour, Consumer Behaviour and Marketing Strategy, Consumer Involvement and Decision Making.
- UNIT 2: Information Search Process, Evaluative Criteria and Decision Rules, Consumer Motivation, Information Processing and Consumer Perception. Concept of Absolute Threshold Limit, Differential threshold limit and Subliminal perception.
- UNIT 3: Consumer Attitude Change; Influence of Personality and Self Concept on Buying Behaviour. Models of Attitudes: Tri Component Model, Multi- Attribute Model and Attribution Theory.
- UNIT 4: Psychographics and Lifestyle; Reference Group Influence; Diffusion of Innovation and Opinion Leadership Family Decision Making. Characteristics of Culture and their influence on Consumer Behaviour.
- UNIT 5: 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	4x8 = 32 Marks
Sec B: (Essay Type and Cases)	3 out of 5	3x16 = 48 Marks

SUGGESTED READINGS:

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

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BARKATULLAH UNIVERSITY, BHOPAL

Revised Syllabus for MBA (Full Time) Semester-III

With Effect from Session 2019-20

MARKETING MANAGEMENT “ADVERTISING MANAGEMENT”

Course No. FSM - 2

Max Marks : 80

Min. Pass Marks : 32

COURSE OBJECTIVE:

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 1: Introduction to Advertising : Introduction, functions of Advertising, Advertising and its role in marketing process, Legal, Ethical & Social aspects of advertising; Rural advertising, Integrated Marketing Communication – role and importance.
- UNIT 2: Theories & Context of Advertising: Theory of Cognitive Dissonance, Stimulation of Primary and Selective Demand , DAGMAR Approach to Setting Objectives, Advertising and Communication : Process of communication, Wilbur Schramm’s Model, Two step flow of communication.
- UNIT 3: Elements & Planning of Advertisement: Building of Advertising Programme – Campaign Planning; advertising elements - Message, Headlines, Copy, Logo, Illustration, Appeal, Layout, Advertising Budget, factors affecting advertising budget.
- UNIT 4: Types of Media and Advertising Agency: Advertising Media - Meaning ,Types, Media Planning, Media Buying houses, Advertising Agency – Introduction, Overview of an Advertising Agency; Departments of an Advertising Agency, Selection, Compensation and Appraisal of an Agency,
- UNIT 5: Sales Promotion: Nature and Importance of Sales Promotion; Role in Marketing, Difference between Sales Promotion and Advertising; Tools and Techniques of Sales Promotion; Trade Shows; Designing Sales Promotion Campaigns

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 and Cases)	3 out of 5	3x16	= 48 Marks

SUGGESTED READINGS:

1. Aaker, David A. etc. Advertising Management, New Delhi, Prentice Hall of India.
2. Beleh, George E. and Beleh, Michael A. Introduction to Advertising and Promotion 3rd ed. Chicago, Irwin.
3. Borden, William H. Advertising New York, Wiley.
4. Kleppner, Otto. Advertising procedure. New J Englewood Cliffs, New Jersey, Prentice Hall Inc.
5. Ogilvy, David Ogilvy on Advertising London, Longman.
6. Sengupta, Subroto, Brand Positioning, Strategies for Competitive Advantages, New Delhi, Tata McGraw-Hill Publishing company Ltd.



BARKATULLAH UNIVERSITY, BHOPAL

Revised Syllabus for MBA (Full Time) Semester-III
With Effect from Session 2019-20

FINANCIAL MANAGEMENT "SECURITY ANALYSIS AND INVESTMENT MANAGEMENT"

Course No. FS F - 1

Max Marks : 80
Min. Pass Marks : 32

COURSE OBJECTIVE:

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

COURSE CONTENTS:

- UNIT 1: Investment Categories, Various types of Investment Options – Operations of Indian Stock Market.
- UNIT 2: Government Securities; Non-Security Forms of Investment; Real Estate Investment; Investment Instruments of the Money Market.
- UNIT 3: Mechanics of Investing; Markets and Brokers; Investment Companies; Market Indices and Return, Cost of Investing in Securities, Listing of Securities.
- UNIT 4: Valuation theories of Fixed and income Securities; valuation of Shares – Theories.
- UNIT 5: 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	4x8 = 32 Marks
Sec B: (Essay Type and Cases)	3 out of 5	3x16 = 48 Marks

SUGGESTED READINGS:

1. Amiling, Frederic, Investment, Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Bhalla, V K Investment Management: Security Analysis and Portfolio Management, New Delhi, S Chand.
3. Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management, New Delhi Prentice Hall of India.
4. Fuller, Russell J. and Farrell, James L. Modern investment and Security Analysis. New York, McGraw Hill.
5. Haugen, Robert H. modern Investment Theory. Englewood Cliffs, New Jersey, Prentice Hall Inc.
6. Huang, Stanley S.C. and randall, Maury R. Investment Analysis and Management. London, Allyn and bacon, London.
7. Sharpe, William F. etc Investment, New Delhi, Prentice Hall of India.
8. Investment Analysis and Management, Prasanna Chandra, Tata McGraw-Hill Publishing company Ltd.
9. Investment Management, Preeti Singh, Himalaya Publication, New Delhi.



BARKATULLAH UNIVERSITY, BHOPAL

Syllabus for MBA (Full Time) Semester-III
With Effect from Session 2019-20

FINANCIAL MANAGEMENT **“WORKING CAPITAL MANAGEMENT”**

Course No. FSF - 2

Max Marks : 80
Min. Pass Marks : 32

COURSE OBJECTIVE:

The course will enable the student to manage activities in the area of working capital in an enterprise and help the students to do advance study in the field of financial-management through detailed analysis of financial statements, liquidity crises, cash optimization, credit analysis etc. The student will learn how to apply sound techniques for managing inventory.

COURSE CONTENTS:

- UNIT 1: Principles of Working Capital Management: Concept and Importance of Working Capital, Types of Working Capital, Determinants of Working Capital, Principles of Working Capital Management Policy, Estimating Working Capital Requirements.
- UNIT 2: Accounts Receivables Management: Meaning, Cost of Maintain Receivables, Factors influencing size of Receivables. Formation and Execution of Credit Policy (Credit Standard, Credit Period, Cash Discount, Collection Efforts)
- UNIT 3: Management of Cash-Motives of holding Cash, Managing Cash Flows, Cash Management Models, Investment of Surplus Funds, Calculating operating cycle. .
- UNIT 4: Inventory Management: Meaning and nature of Inventory, Purpose and benefits of Holding Inventory, Inventory Management Techniques – Determining Stock Levels and Safety Stocks, EOQ, VED and ABC Analysis, Just in time Inventory, Classification & Codification and Valuation of Inventories.
- UNIT 5: Working Capital Financing: Sources of Working Capital Finance, Determining the Working Capital Financing Mix, New Trends in Financing of Working Capital by Banks.

SCHEME OF EXAMINATION:

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

PATTERN FOR EXTERNAL EVALUATION:

Sec A: (Short Answers)	4 out of 8	4x8 = 32 Marks
Sec B: (Essay Type and Cases)	3 out of 5	3x16 = 48 Marks

SUGGESTED READINGS:

1. Bhalla, V.K: Working Capital Management: Text and Cases, New Delhi, Anmol Pub (P) Ltd.
2. Bhattacharya Hrishikesh, “ Working Capital Management – Strategies and Techniquis”, PHI Learning Pvt. Ltd.
3. Mishra Anil, Rangrajan, Krish, “Working Capital Management”, Excel Books.
4. Pandey I.M., “Financial Management” Ninth Edition, Vikas Publishing House.
5. Jain P.K. & Khan M.Y., “Financial Management & Policy”, Prentice Hall.
6. Chandra Prasanna, “Financial Management-Theory & Practice”, Tata McGraw Hill.

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BARKATULLAH UNIVERSITY, BHOPAL

Revised Syllabus for MBA (Full Time) Semester-III
With Effect from Session 2019-20

HUMAN RESOURCE MANAGEMENT **“MANAGEMENT OF INDUSTRIAL RELATIONS”**

Course No. FSO-1

Max Marks : 80

Min. Pass Marks : 32

COURSE OBJECTIVE:

The primary objective of industrial relations is to maintain and develop good and healthy relations between employees and employers or operatives and management. This course will enhance the students' capability to understand the process of managing positive Industrial Relationship thereby help resolve conflict between employees.

COURSE CONTENTS:

- UNIT 1: Industrial Relations: Significance, Objectives, Scope, Approaches, Principles of good industrial relations, Role of State, Employers and the Unions in industrial relation.**
- UNIT 2: Trade Unionism and Industrial Relations: Labour movement, Trade union movement, Development of trade unionism in India, Functions and problems of trade unions, Legal Framework of Industrial Relation.**
- UNIT 3: Industrial Disputes: Causes, Forms, Industrial relations Mechanism in organisation, Works committee, Conciliations, Voluntary arbitration, Adjudication, Employee Discipline, Definition, Causes of indiscipline, Code of conduct, Grievance, Causes, Guidelines for grievance handling.**
- UNIT 4: Worker's Participation in Management: Meaning Significance, Forms, Collective Bargaining, Significance, Principles, Process, Growth and development, Composition and functions, Wage Policy- Objectives and Administration.**
- UNIT 5: Employee health, safety and security: Significance, Programmes, Employee Counseling: Significance, Types and Process, Conflict management: Types of conflict episode, management of conflict, Quality circle: Objectives, Techniques, Employee relations & 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	4x8	= 32 Marks
Sec B: (Essay Type and Cases)	3 out of 5	3x16	= 48 Marks

SUGGESTED READINGS

- (1) Kochan, T.A. & Ktz Henry, Collective Bargaining and Industrial Relations, Homewood, Illinois, Richard D Irish.
- (2) Mamkottam, K Trade Unionism, Myth and Reality, New Delhi, Oxford University Press.
- (3) Niland J R etc. The Future of Industrial Relations, New Delhi, Sage Publication.
- (4) People, T S & Radgers, G. Labour Institutions and Economic Development in India, Geneva, ILO.
- (5) Ramaswamy, E. A., The Rayan Spinners the Strategic Management of Industrial Relations, New Delhi, Oxford University Press.
- (6) Virmani, B.R., Participative Management vs. Collective Bargaining, New Delhi, Vision Books.
- (7) Webb. Sidney & Webb., Beatrice, Industrial Democracy, Melbourne, Longman.
- (8) C.S. Venkat Ratnam, Industrial Relations Oxford.
- (9) B.D. Singh, Industrial Relations, Excel Books.



BARKATULLAH UNIVERSITY, BHOPAL

Revised Syllabus for MBA (Full Time) Semester-III
With Effect from Session 2019-20

HUMAN RESOURCE MANAGEMENT **“MANAGEMENT TRAINING AND DEVELOPMENT”**

Course No. FSO-2

Max Marks : 80

Min. Pass Marks : 32

COURSE OBJECTIVE:

Training & development makes a significant contribution at organizational, group & individual level. This course teaches how to design, implement and evaluate formal organizational learning experiences that improve employees' performance, skills, competencies, and knowledge and lead to the attainment of organizational human resource objectives.

COURSE CONTENTS:

- UNIT 1: Training : Meaning of Training and Development, Basic concepts of training in an Organization, Role, Responsibilities & Challenges of Training managers.
- UNIT 2: Training Functions : Organization & Management of training Functions, Systematic Approach to Training, Training process, Training Need Assessment - Components of Training Need Assessment (Organizational, Task / Job Needs and Person Analysis), Classification of Training needs - Democratic needs, Diagnostic needs, Compliance needs, Analytical needs, Action Research.
- UNIT 3: Process of Learning in Training: Instructional Objectives & lesson Planning - 5E Instructional Model, Learning process, Learning Objectives (SMART) Training Climate & Pedagogy.
- UNIT 4: Training Modules: Developing training modules - Steps, Training methods & Techniques – On-the-job & Off-the-job Training methods, Facilities planning (Space & Design), Training Aids & Training Communication.
- UNIT 5: Training Evaluation: Principles, Criteria, Techniques, Tools, Levels & models for Training Evaluation. Training & development in India, ROI of training.

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 and Cases)	3 out of 5	3x16 = 48 Marks

SUGGESTED BOOKS:

1. How to Plan & Design Training Program, Rae. Leslie, Gower Publishing Limited, Aldershot, United Kingdom.
2. Designing Delivering Training, David Simmonds, Excel Books New Delhi.
3. Training & Development, G. Pandu Naik, Excel Books New Delhi.
4. Training for Development all you need to know” R.K. Sahu, Excel Books New Delhi.
5. Training for Development, Rolf P Lynton and Udai Pareek, Vistaar Publications (A Division of SAGE Publications India Pvt. Ltd, New Delhi.
6. Training & Development, Dr. B Janakiraman, published by Biztantra New Delhi.
7. Managing the Training and Development Function, Allan D. Pepper, Gower Publishing Limited, Aldershot, United Kingdom.

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BARKATULLAH UNIVERSITY, BHOPAL

Syllabus for MBA (Full Time) Semester-III
With Effect from Session 2019-20

BANKING AND FINANCIAL SERVICES MANAGEMENT **“MANAGEMENT OF BANKING AND INSURANCE INSTITUTIONS”**

Course No. FSB-1

Max Marks : 80

Min. Pass Marks : 32

COURSE CONTENTS:

- UNIT 1: Commercial Banking, Banking Operations, Regulatory and Legal Framework, Commercial Bank's Financial Statements and Analysis, Other Lending Institutions.
- UNIT 2: Marketing and Distributions Channels Risk Management, NPA Management, Asset Liability Management, Managing Credit, and Liquidity & Interest rate risk, Managing Risk with loan Sales and Securitization
- UNIT 3: Commercial Banking, RBI, Regional Rural banks, Cooperative Credit, Development Banking, Investment Banking, Plastic Money, Modern Banking, Bancassurance.
- UNIT 4: Principle of Insurance-Meaning & nature of insurance, types of Insurance, Regulatory framework of Insurance Sector in India, Insurance Companies in India-LIC-working and Operations, GIC-working and operations, Insurance sector reforms.
- UNIT 5: Insolvency, Solvency Ratings and Solvency Regulations, Insurance Pricing, Commercial Insurance Contracts, Automobile Insurance, Life Insurance and Annuities, Retirement plans, Social Security.

SCHEME OF EXAMINATION:

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

PATTERN FOR EXTERNAL EVALUATION:

Sec A: (Short Answers)	4 out of 8	4x8	= 32 Marks
Sec B: (Essay Type and Cases)	3 out of 5	3x16	= 48 Marks

SUGGESTED READINGS:

1. Iyenger, V., Introduction to Banking, Excel Book Publication, New Delhi.
2. Gulathi, N.C., Principles of Insurance Management, Excel Books Publication, New Delhi.
3. Vaughan, Fundamentals of Risk and Insurance, Wiley India Pvt. Ltd..
4. Skipper & Kwon, Risk Management and Insurance Perspectives in Global Economy, Wiley India Pvt. Ltd.
5. Gurusamy, Banking Theory law & Practice Tata McGraw-Hill Publishing Company Limited.
6. Life Insurance: Principles & Practice, Publisher Excel Books Publication.
7. General Insurance: Principles & Practice, Publisher Excel Books Publication.

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BARKATULLAH UNIVERSITY, BHOPAL

Revised Syllabus for MBA (Full Time) Semester-III
With Effect from Session 2019-20

BANKING AND FINANCIAL SERVICES MANAGEMENT **“FINANCIAL PLANNING AND WEALTH MANAGEMENT”**

Course No. FSB-2

Max Marks : 80
Min. Pass Marks : 32

COURSE OBJECTIVE:

Financial Planning and Wealth Management are the buzz words in the finance industry & is one of the most prestigious and well paid professions in the financial services sector. The Financial Advisors are the latest breed of professionals worldwide who through their own entrepreneurial practices or while working with banks/ investment advisory companies prepare financial plans for their clients and help them achieve their financial goals. This course helps you to understand your financial goals and assists you in growing, managing and protecting your wealth with its comprehensive course structure.

COURSE CONTENTS:

- UNIT 1: Financial Planning Overview-define personal financial planning, wealth management, Financial planning Process, Concepts in economics and Finance.
- UNIT 2: Insurance Pricing and Premium-Risk Analysis, methods of handling Risk, Regulatory framework, Types of insurance products.
- UNIT 3: Retirement Planning-employee benefits and superannuation benefits, process, Provident funds and pension schemes, Regulations.
- UNIT 4: Traditional Investment Planning-fixed income instruments, Mutual Fund products, equity market, Derivatives, Commodities, Real Estates. Alternative Investment-art, antiques, Hedge Fund, Wealth Management-Process, Role of Wealth Manager.
- UNIT 5: Taxation Planning-Indian tax system, Indian direct Tax Structure, Tax compliance matters, Estate Planning-Overview, Process, methods.

SCHEME OF EXAMINATION:

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

PATTERN FOR EXTERNAL EVALUATION:

Sec A: (Short Answers)	4 out of 8	4x8	= 32 Marks
Sec B: (Essay Type and Cases)	3 out of 5	3x16	= 48 Marks

SUGGESTED READINGS:

1. Introduction to Financial Planning, M/S Taxmann Publication Pvt.Ltd.
2. Managing and Marketing Financial Services, M/S Taxmann Publication Pvt.Ltd
3. Wealth Management by S.Timothy Kochis, by CCH,a Wolters Kluwer Business, W.Peterson AVE,Chicago-USA, IL.
4. Wealth Management,The new Business model,By major suresh Goel (Rtd) Global India Publication Pvt Ltd,New Delhi
5. 5 Insurance Products(including pension products), M/S Taxmann Publication Pvt.Ltd.
6. Mutual Funds(Products & Services), M/S Taxmann Publication Pvt.Ltd.
7. Dun & Bradstreet,Wealth Management,New Delhi:Tata Mc Graw Hills Publication.
8. The handbook of alternative investment,Darrell R.Jobman,Wiley Finance.



BARKATULLAH UNIVERSITY, BHOPAL

Revised Syllabus for MBA (Full Time) Semester-III
With Effect from Session 2019-20

RETAIL MANAGEMENT **“RETAIL CONCEPTS & PRACTICES”**

Course No. FSR - 1

Max Marks : 80
Min. Pass Marks : 32

COURSE OBJECTIVE:

To provide the students with an exposure to Retail Management Concepts to help them develop skills and abilities required to manage Retail outlet.

COURSE CONTENTS:

- UNIT 1: Introduction to Retail Management, the concept of Retailing, Economic significance of Retailing, Nature, Scope, Functions of Retailers, Retailing scenario in India.
- UNIT 2: Indian and Global Retail Environment, the evolution of retail in India, the rise of the retailer, challenges and changes impacting retail development in India.
- UNIT 3: Retail Formats, Retail Models and theories of retail development, the future of retailing.
- UNIT 4: Organization Designs and Structure in Retail, Human Resource Management in Retail.
- UNIT 5: Space Management, Factors Affecting Store Location, Retail Trade Area Analysis, Layout and Design.

SCHEME OF EXAMINATION:

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

PATTERN FOR EXTERNAL EVALUATION:

Sec A: (Short Answers)	4 out of 8	4x8 = 32 Marks
Sec B: (Essay Type and Cases)	3 out of 5	3x16 = 48 Marks

SUGGESTED READINGS:

- Retailing Management Text and Cases, Swapna Pradhan. Tata McGraw-Hill Publishing company Ltd.
- Retail Management, Suja Nair, Himalya Publishing House.
- Retailing Management, Michael Levy, Barton Weitz and Ajay Pandit, McGraw Hill Education.
- Retail Management, A Strategic Approach : Barry Berman and Joel Evans, Pearson Education.
- Retail Marketing Management, David Gilbert, Pearson Education.
- Retail Management, Chetan Bajaj, Rajnish Tuli and Nidhi v Srivastava, Oxford University Press.
- Retailing Management, Vedmani, Gibson, Jaico Books.



BARKATULLAH UNIVERSITY, BHOPAL

Revised Syllabus for MBA (Full Time) Semester-III
With Effect from Session 2019-20

RETAIL MANAGEMENT

“MARKETING CONCEPTS IN RETAIL MANAGEMENT”

Course No. FSR - 2

Max Marks : 80
Min. Pass Marks : 32

COURSE OBJECTIVE:

To Enable Students to Understand the Relevance of Concepts of Marketing in Retail Management and also to Realize the Importance of Customer Relationship Management in Retailing.

COURSE CONTENTS:

- UNIT 1: The Retail Market Segmentation and its benefits, Targeted Marketing efforts, Positioning decisions and Consumer behaviour in retail marketing.
- UNIT 2: Merchandise Management, activities of a Merchandiser, Retail Merchandising Management Process, Evaluating Mercantile performance.
- UNIT 3: Supply Chain Management in Retailing, Technology in Retail, E-Tailing.
- UNIT 4: Retail Marketing Mix, Retail Pricing policies and techniques, Retail Communication mix, Role of Advertising, Sales Promotion, Public Relations and Personal Selling in Retailing
- UNIT 5: Customer Relationship Management, Building and Sustaining Relationship Management in retailing. Servicing the Retail Customer.

SCHEME OF EXAMINATION:

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

PATTERN FOR EXTERNAL EVALUATION:

Sec A: (Short Answers)	4 out of 8	4x8 = 32 Marks
Sec B: (Essay Type and Cases)	3 out of 5	3x16 = 48 Marks

SUGGESTED READINGS:

- Retailing Management Text and Cases: Swapna Pradhan. Tata McGraw-Hill Publishing company Ltd.
- Retail Management : Suja Nair, Himalya Publishing House.
- Retailing Management: Michael Levy, Barton Weitz and Ajay Pandit, Tata McGraw-Hill Publishing company Ltd.
- Retail Management – A Strategic Approach : Barry Berman and Joel Evans, Pearson Education.
- Retail Marketing Management: David Gilbert, Pearson Education.
- Retail Management – Chetan Bajaj, Rajnish Tuli and Nidhi v Srivastava, Oxford University Press.
- Retailing Management – Vedmani, Gibson, Jaico Books.



BARKATULLAH UNIVERSITY, BHOPAL

Revised Syllabus for MBA (Full Time) Semester-IV
With Effect from Session 2019-20

“BUSINESS LEGISLATION”

Course No. CP: 402

Max Marks : 80

Min. Pass Marks : 32

COURSE OBJECTIVE:

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

COURSE CONTENTS:

- UNIT 1: Indian Contract Act-1872: Laws related to contract with special reference to its Performance, Breach and Remedies.
- UNIT 2: Companies Act-2013: An overview of Laws related to Promotion and Incorporation of different types of companies, mergers & acquisitions in view of the multinational companies operating in India.
- UNIT 3: Laws related to Competition Act, 2002, Law of Intellectual Property Right Act.
- UNIT 4: Basic provisions of Pollution control-1955 and Environment protection Act-1986, Laws related to Information Technology Act, 2000
- UNIT 5: Laws related to Industrial Disputes Act- 1947 , Consumer Protection Act-1986: Main Provisions, Consumer Disputes Redressal Agencies and Rights of consumers.

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 and Cases)	3 out of 5	3x16	= 48 Marks

SUGGESTED READINGS:

1. Varshney, G.K. ,Company Law, Sahitya Bhavan Publication, Agra.
2. Goel P.K., Business Law for Managers, Willey, New Delhi.
3. N.D. Kapoor, Mercantile Law, S. Chand Publication New Delhi.
4. Chawla, R. C. and Sharma M, Mercantile Law, Kalyani Publishers,, New Delhi.
5. K.R. Bulchandani,Business Law for Management, Himalya Publishing House, New Delhi.



BARKATULLAH UNIVERSITY, BHOPAL

Revised Syllabus for MBA (Full Time) Semester-IV
With Effect from Session 2019-20

“ENTREPRENEURSHIP DEVELOPMENT & MANAGEMENT”

COURSE NO. CP-403

Max Marks : 80
Min. Pass Marks : 32

COURSE OBJECTIVE :

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

COURSE CONTENTS:

- UNIT 1: Entrepreneurship – Concept / Meaning, Need, Competencies/Qualities of an Entrepreneur, Role of Entrepreneurship in Economic Development, Ethics and Social responsibility of Entrepreneurs
- UNIT 2: Idea Generation: Sources of new Ideas, Methods of generating ideas, product planning and development process, Business Plan - Nature and scope of Business plan, Writing Business Plan, Evaluating Business plans, Various forms of Business Organizations.
- UNIT 3: Managerial Aspects of Small Business- Basic Principles of Management (Definition, function), Operational Aspects of Production, Inventory Management, Record Keeping, E-Commerce & its benefits for Start-ups, Rural Entrepreneurship.
- UNIT 4: Financing and Managing the new venture, Sources of capital, Record keeping, financial controls. Marketing and sales controls. Internet advertising Features and evaluation, of joint ventures.
- UNIT 5: Entrepreneurial Support System-A brief overview of District Industries Centres (DICs), State National Financial Corporation (SFCs), Small Industries Development Bank of India (SIDBI), National bank for Agriculture and Rural Development (NABARD), National Small Industries Corporation (NSIC), Concept. MSME Market Development Assistance Scheme, Atal Incubation Centres (AIC), Micro Units Development Refinance Agency (MUDRA) Bank, Support to Training and Employment Programme for Women (STEP).

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 and Cases)	3 out of 5	3x16 = 48 Marks

SUGGESTED READINGS

1. Madhurima lall & Shikha Sahni, “Entrepreneurship”, 2nd Edition, Excel Books.
2. “Entrepreneurship”, Rajeev Roy, Oxford Publications.
3. Kanishka Bedi, “Management and Entrepreneurship”, Oxford Publications.



BARKATULLAH UNIVERSITY, BHOPAL

Revised Syllabus for MBA (Full Time) Semester-IV
With Effect from Session 2019-20

MARKETING MANAGEMENT

“SALES AND DISTRIBUTION MANAGEMENT”

Course No. FSM-3

Max Marks : 80
Min. Pass Marks : 32

COURSE OBJECTIVE:

The objectives of this course are to expose the students to various aspects of sales and distribution management as an integral part of marketing management, and provide abilities in sales and distribution system.

COURSE CONTENTS:

- UNIT 1: Nature and Scope of Sales Management; Prospecting for customers; Modes of sales presentation, Recruiting and selecting Sales Personnel, sales meetings.
- UNIT 2: Developing Sales Training Programmes, Motivating Sales Personnel; Designing, Compensation Plans; sales evaluation programmes.
- UNIT 3: Objective and Types of Quotas, Quota setting procedure, Designing Sales Territories, Marketing Channels; Structure, Functions and Relationships of channels of Distribution; Channel Dynamics.
- UNIT 4: Definition & scope of logistics, Components of logistics. Inventory management decisions, Concept and scope of Supply chain management.
- UNIT 5: Information System on 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	4x8 = 32 Marks
Sec B: (Essay Type and Cases)	3 out of 5	3x16 = 48 Marks

SUGGESTED READINGS:

- 1 Tanner, J; Honeycutt; Erffmeyer Robert C.; Sales management: Pearson Education.
- 2 Anderson, R. Professional Sales Management. Englewood Cliff, New Jersey, Prentice Hall Inc.
- 3 Anderson, R., Professional Personal, Englewood Cliff, Selling. New Jersey, Prentice Hall Inc.
- 4 Buskirk, R H and Stanton, W J. Management of Sales Force. Homewood Illinois, Richard D Irwin.
- 5 Dalrymple, D J. Sales Management: Concepts and cases. New York, John Wiley.
- 6 Johnson, E M., Sales Management: Concepts Practices and cases. New York, McGraw Hill.
- 7 Stanton, William J., Management of Sales Force. Chicago, Irwin Pearson Education.
- 8 Still, R R. & Cundiff; Sales Management, Englewood Cliff, New Jersey, Prentice Hall Inc.



BARKATULLAH UNIVERSITY BHOPAL

Syllabus for MBA (Full Time) Semester-III & IV (Specialisation)

Marketing Management

Service Marketing

COURSE NO. FSM-4

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

UNIT-I: Emergence of service economy, Services-characteristics, Service Classifications, service marketing triangle, Service marketing mix.

UNIT-II: Consumer behaviour in services: Customer expectations, Zone of tolerance, Service encounters, Moment of Truth, Strategies for influencing customer perception.

UNIT-III: Product-Service Continuum, Service Life Cycle, Place - Distribution Strategies & Challenges, Role of Internet in distribution, Promotion, Promotion objective for Services, Tools of promotion. Pricing, Factors involved in pricing a service product, reshaping demand using effective pricing.

UNIT-IV: People- role of service employees, Service profit chain, Physical evidence, Nature & Importance, Service escapes, Process: Service process & system, Customer role in services.

UNIT-V: Customer Satisfaction: Monitoring & Measuring customer satisfaction, Service Guarantee - Complaint Management, Recovery, concept of quality in Services, Service Quality Models, Customer satisfaction.

SCHEME OF EXAMINATION:

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

PATTERN FOR EXTERNAL EVALUATION:

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

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



BARKATULLAH UNIVERSITY BHOPAL
Syllabus for MBA (Full Time) Semester-III & IV (Specialisation)

Financial Management
Management of Financial Services

COURSE NO. FSF-3

Max. Marks (Ext. Exam):80

Min. 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 4x8 =32 Marks

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

SUGGESTED READING:

- Dewakar Goel- "Performance Appraisal & Compensation Management" PHI Learning New Delhi.
- Dipak Kumar Bhattacharyya "Compensation Management" Oxford HE
- BD Singh "Compensation And Reward Management" Excel Books
- Sonishyam Singh "Compensation Management" Excel Books
- Richard L. Henderson "Compensation Management In A Knowledge Based World" PHI New Delhi
- George T. Markovitch, Jerry M. Newman, C.S. Venkatraman "Compensation", Tata McGraw Hill



BARKATULLAH UNIVERSITY BHOPAL

Syllabus for MBA (Full Time) Semester-III & IV (Specialisation)

Financial Management

Strategic Corporate Finance

COURSE NO. FSF-4

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

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

SCHEME OF EXAMINATION:

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

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers) 4 out of 8

Sec. B: (Essay type & case) 3 out of 5

4 x 8 = 32 Marks.

3 x 16 = 48 Marks.



BARKATULLAH UNIVERSITY BHOPAL

Syllabus for MBA (Full Time) Semester-III & IV (Specialisation)

Human Resource Management

Human Resource Planning and Development

COURSE NO. FSO-3

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES

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

COURSE CONTENTS

- UNIT-I** Macro Level Manpower Planning and Labour Market Analysis; Organisational Human Resource Planning; Stock Taking.
- UNIT-II** Work Force Flow Mapping; Age and Grade Distribution Mapping; Models and Techniques of Manpower Demand and Supply Forecasting.
- UNIT-III** Behavioural Factors in Human Resource Planning – Wastage Analysis; Retention; Redeployment and Exit Strategies; Career Management and Career Planning.
- UNIT-IV** Performance Planning; Potentials 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 4x8 = 32 Marks

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

SUGGESTED READINGS

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

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





BARKATULLAH UNIVERSITY BHOPAL

Syllabus for MBA (Full Time) Semester-III & IV (Specialisation)

Human Resource Management

Compensation Management

COURSE NO. FSO-4

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

- UNIT-I :** Compensation- Definition, Compensation responsibilities, compensation system design issues, compensation philosophies, compensation Approaches.
- UNIT-II :** Compensation Classification- Types, Incentives fringe benefits, Strategic compensation planning, determining compensation-The wage mix- Development of base pay system-The wage curve- pay grades, salary matrix.
- UNIT-III:** Theories of wages- wage structure wage fixation wage payment-salary administration- Executive compensation- Incentive plan-team compensation, Gain Sharing incentive plan- profit sharing plan ESOP'S.
- UNIT-IV :** Sales compensation plan-Performance based pay systems legal and taxation issues on compensation.
- UNIT-V :** Wage Board- Pay commission, Employee Benefits, Benchmarking Benefit scheme, Security benefits, Designing benefit packages, International compensation management.

SCHEME OF EXAMINATION:

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

PATTERN FOR EXTERNAL EVALUATION:

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

SUGGESTED READING:

- DewakarGoel- "Performance Appraisal & Compensation Management" PHI Learning New Delhi.
- Dipak Kumar Bhattacharyya "Compensation Management" Oxford HE
- BD Singh "Compensation And Reward Management" Excel Books
- Sonishyam Singh "Compensation Management" Excel Books
- Richard I. Henderson "Compensation Management In A Knowledge Based World" PHI New Delhi
- George T. Markovich, Jerry M. Newman, C.S. Venkatraman "Compensation", Tata McGraw Hill



BARKATULLAH UNIVERSITY BHOPAL

Syllabus for MBA (Full Time) Semester-III & IV (Specialisation)

Banking and Financial Services Management

Financial Institutions and Markets

COURSE NO. FSB-3

Max. Marks (Ext. Exam):80

Min. Pass Marks :32

- UNIT-I :** Overview of Indian Financial System & Financial market, Financial Sector reforms, Reserve bank of India, SEBI, Insurance Companies, NBFC's, Indian Mutual Funds.
- UNIT-II :** Money Markets, Bond Markets, Foreign exchange market, Pension funds & Mutual Funds, Securities Market, mortgage and derivative market.
- UNIT-III :** Interest rates & its determinants, term structure, interest rates and security valuation, theories of the level and structure of interest rates, Interest rates in India.
- UNIT-IV :** Risk management in Financial Institutions, Types of risk in FI, Managing risk with Balance sheet, derivative securities, loan sales and securitization.
- UNIT-V :** International Financing, Global capital markets, the Eurocurrency market, analysis of international financing instruments like syndicated Euro credit, Issuance of euro bonds, Euronotes, Euroequities.

SCHEME OF EXAMINATION:

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

PATTERN FOR EXTERNAL EVALUATION:

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

SUGGESTED READINGS:

- Bhole. 2008. Financial Institutions And Markets. Tata McGraw-Hill Publishing Company Ltd. 4 Ed.
- Saunders. 2008. Financial Markets And Institutions. Tata McGraw-Hill Publishing Company Ltd. 3 Ed.
- Fabozzi. 2007. Capital Market: Institutions & Instruments. PHI Learning Private Limited 3 Ed.
- Gomez. 2008. Financial Market, Institutions And Services. PHI Learning Private Limited
- Sharma, M. 2008. Management Of Financial Institutions. PHI Learning Private Limited



BARKATULLAH UNIVERSITY BHOPAL

Syllabus for MBA (Full Time) Semester-III & IV (Specialisation)

Banking and Financial Services Management

Financial Risk Management

COURSE NO. FSB-4

Max. Marks (Ext. Exam): 80

Min. Pass Marks: 32

Objective

The objective of this course is to expose the students with basic idea/understanding of the subject area

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

UNIT-II: Introduction to Derivatives-History, Major Exchanges, features, Participants, Types of Futures-Mechanism of Future Markets.

UNIT-III: Mechanics of option market, trading strategies, Black-Scholes Model, options on stock indices, currencies.

UNIT-IV: Financial Swaps-Concept, Interest Rate Swaps, Options and Swaps, Commodity and Currency Swaps, Pricing of Swaps (Basic Concept).

UNIT-V: Foreign exchange, Market Derivatives- Basic Concept

SCHEME OF EXAMINATION:

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

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers) 4 out of 8

Sec. B: (Essay type & case) 3 out of 5

4 x 8 = 32 Marks.

3 x 16 = 48 Mark

SUGGESTED READINGS

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



BARKATULLAH UNIVERSITY BHOPAL

Syllabus for MBA (Full Time) Semester-III & IV (Specialisation)

Retail Management

Management of Retail Operations

COURSE NO. FSR-3

Max. Marks (Ext. Exam):80

Min. Pass Marks :32

- UNIT-I :** Retail strategies, Retail marketing strategy, Finance and location strategies for retailing.
- UNIT-II:** Market research for retail management, Trading area analysis, Research before and after setting up a retail store.
- UNIT- III:** Retail stores operations. Mall management, setting objectives for retailers, performance, Management of retail brand.
- UNIT-IV:** Retail management information system, Information gathering and processing, Application of I.T. to retail management.
- UNIT-V:** Financial aspects of retail, Retail audit and measures of performance evaluation.

SCHEME OF EXAMINATION:

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

PATTERN FOR EXTERNAL EVALUATION:

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

SUGGESTED READINGS:

- Retail management, a Strategic Approach by Berman Barry, Evans Joel R., Pearson Education.
- Retail management by Michael Levy, Tata McGraw Hills.
- Retail management by Chetan Bajaj, Rajnish Tuli & Nidhi Shrivastav.
- Retailing by Robert Lusch, Patrick Dunne, South Western Publishing Co.

SUGGESTED READINGS:

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