

Department of Business Administration
Faculty of Management
M.J.P. Rohilkhand University, Bareilly

ORDINANCE AND SYLLABI
of
MASTER OF BUSINESS ADMINISTRATION (PART TIME)
(Under Choice Based Credit System)

Master of Business Administration (Part Time) is a Three Year Programme. The course structure and programme ordinance are as follows:

COURSE STRUCTURE

The M.B.A. (Part Time) program shall be of three years duration i.e. first year, second year & third year, each year consisting of two semesters. The first four semesters, each shall consist of five core theory papers and viva-voce. The fifth and sixth semesters shall contain a combination of discipline specific elective papers. There shall be a system of **dual specialization**.

The list of papers offered during first year, second year & third year of the program shall be as follows.

FIRST YEAR

I Semester

| Paper Code | Title of Paper | Credits Per Week | Marks | |
|------------|---|---------------------|------------|------------|
| | | | Internal | External |
| MBA-PTC11 | Management Concepts and Skill Development | 4 | 30 | 70 |
| MBA-PTC12 | Statistics for Business Decisions | 4 | 30 | 70 |
| MBA-PTC13 | Managerial Economics | 4 | 30 | 70 |
| MBA-PTC14 | Marketing Management | 4 | 30 | 70 |
| MBA-PTC15 | Financial Accounting and Reporting | 4 | 30 | 70 |
| MBA-PTC16 | Viva-Voce | 2 | ----- | 100 |
| | Total. | 22 | 150 | 450 |

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II Semester

| Paper Code | Title of Paper | Credits Per Week | Marks | |
|------------|-------------------------------------|---------------------|------------|------------|
| | | | Internal | External |
| MBA-PTC21 | Human Resource Management | 4 | 30 | 70 |
| MBA-PTC22 | Business Ethics | 3 | 30 | 70 |
| MBA-PTC23 | Organizational Behaviour | 4 | 30 | 70 |
| MBA-PTC24 | Production & Operations Management | 4 | 30 | 70 |
| MBA-PTC25 | Computer Applications in Management | 3 | 30 | 70 |
| MBA-PTC26 | Viva-Voce | 2 | ----- | 100 |
| | Total | 20 | 150 | 450 |

SECOND YEAR

III Semester

| Paper Code | Title of Paper | Credits Per Week | Marks | |
|------------|--------------------------------|---------------------|------------|------------|
| | | | Internal | External |
| MBA-PTC31 | Strategic Management - I | 4 | 30 | 70 |
| MBA-PTC32 | Quantitative Techniques | 4 | 30 | 70 |
| MBA-PTC33 | Accounting for Decision Making | 4 | 30 | 70 |
| MBA-PTC34 | Business Environment | 4 | 30 | 70 |
| MBA-PTC35 | Research Methodology | 4 | 30 | 70 |
| MBA-PTC36 | Viva-Voce | 2 | ----- | 100 |
| | Total | 22 | 150 | 450 |

IV Semester

| Paper Code | Title of Paper | Credits Per Week | Marks | |
|------------|-------------------------------|---------------------|------------|------------|
| | | | Internal | External |
| MBA-PTC41 | Strategic Management - II | 4 | 30 | 70 |
| MBA-PTC42 | International Business | 4 | 30 | 70 |
| MBA-PTC43 | Financial Management | 4 | 30 | 70 |
| MBA-PTC44 | Project Management | 4 | 30 | 70 |
| MBA-PTC45 | Management Information System | 4 | 30 | 70 |
| MBA-PTC46 | Viva-Voce | 2 | ----- | 100 |
| | Total | 22 | 150 | 450 |

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THIRD YEAR

V Semester

| Paper Code | Title of Paper | Credits Per Week | Marks | |
|------------|--|---------------------|------------|------------|
| | | | Internal | External |
| MBA-PTE - | Specialisation Area I - <i>Part A Elective Paper I</i> | 4 | 30 | 70 |
| MBA-PTE - | Specialisation Area I - <i>Part A Elective Paper II</i> | 4 | 30 | 70 |
| MBA-PTE - | Specialisation Area II - <i>Part A Elective Paper I</i> | 4 | 30 | 70 |
| MBA-PTE - | Specialisation Area II - <i>Part A Elective Paper II</i> | 4 | 30 | 70 |
| MBA-PTC51 | Viva-Voce | 2 | ----- | 100 |
| | Total | 18 | 120 | 380 |

VI Semester

| Paper Code | Title of Paper | Credits Per Week | Marks | |
|------------|--|---------------------|------------|------------|
| | | | Internal | External |
| MBA-PTE - | Specialisation Area I - <i>Part B Elective Paper I</i> | 4 | 30 | 70 |
| MBA-PTE - | Specialisation Area I - <i>Part B Elective Paper II</i> | 4 | 30 | 70 |
| MBA-PTE - | Specialisation Area II - <i>Part B Elective Paper I</i> | 4 | 30 | 70 |
| MBA-PTE - | Specialisation Area II - <i>Part B Elective Paper II</i> | 4 | 30 | 70 |
| MBA-PTC61 | Viva-Voce | 2 | ----- | 100 |
| | Total | 18 | 120 | 380 |

Minimum credit requirements for the programme = 122 credits.

The following shall be the Specialization Areas/ Elective Groups. The department (depending upon the staff position and other facility), shall offer in the beginning of MBA Part -III (Semester-V), the elective group(s) and / or paper(s), that will be taught in V and VI semester of MBA(PT) Third Year.

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ELECTIVE GROUPS:

FINANCE

Part A

| | |
|--|-----------------|
| Security Analysis and Portfolio Management | MBA- PTE -F-51 |
| Corporate Restructuring | MBA – PTE -F-52 |
| International Financial Management | MBA – PTE -F-53 |

Part B

| | |
|----------------------------------|-----------------|
| Financial Derivatives | MBA – PTE -F-54 |
| Management of Financial Services | MBA – PTE -F-55 |
| Strategic Financial management | MBA – PTE -F-56 |

MARKETING

Part A

| | |
|-------------------------|-----------------|
| Marketing Research | MBA – PTE -M-61 |
| Service Marketing & CRM | MBA – PTE -M-62 |
| Consumer Behaviour | MBA – PTE -M-63 |

Part B

| | |
|----------------------------------|-----------------|
| International Marketing | MBA – PTE -M-64 |
| Sales & Distribution Management | MBA – PTE -M-65 |
| Advertising & Product management | MBA – PTE -M-66 |

HUMAN RESOURCE MANAGEMENT

Part A

| | |
|---|-----------------|
| Labour Welfare and Social Security | MBA – PTE -H-71 |
| Organizational Change and Intervention Strategies | MBA – PTE -H-72 |
| Managing Interpersonal and Group Processes | MBA – PTE -H-73 |

Part B

| | |
|------------------------------------|-----------------|
| Management of Industrial Relations | MBA – PTE -H-74 |
| Compensation Management | MBA – PTE -H-75 |
| Cross Cultural and Global HRM | MBA – PTE -H-76 |

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PRODUCTION & OPERATIONS MANAGEMENT

Part A

| | |
|------------------------------------|-----------------|
| Purchasing and Material Management | MBA – PTE -P-81 |
| Total Quality Management | MBA – PTE -P-82 |
| Production Planning and Control | MBA – PTE -P-83 |

Part B

| | |
|-------------------------------------|-----------------|
| Advance Operations Research | MBA – PTE -P-84 |
| Logistics & Supply Chain Management | MBA – PTE -P-85 |
| Service Operations Management | MBA – PTE -P-86 |

INFORMATION TECHNOLOGY MANAGEMENT

Part A

| | |
|---------------------------------|------------------|
| Management Support System | MBA – PTE -IT-91 |
| Business Process Re-engineering | MBA – PTE -IT-92 |
| System Analysis and Design | MBA – PTE -IT-93 |

Part B

| | |
|--|------------------|
| Strategic Management of Information Technology | MBA – PTE -IT-94 |
| Data Base Management | MBA – PTE -IT-95 |
| Telecommunication for Business | MBA – PTE -IT-96 |

INTERNATIONAL BUSINESS

Part A

| | |
|--------------------------------------|------------------|
| Export Procedure and Documentation | MBA – PTE -IB-01 |
| Comparative International Management | MBA – PTE -IB-02 |
| International Marketing Management | MBA – PTE -IB-03 |

Part B

| | |
|---|------------------|
| Globalization and Sustainable Development | MBA – PTE -IB-04 |
| International Human Resource Management | MBA – PTE -IB-05 |
| International Financial Management | MBA – PTE -IB-06 |

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Admission to MBA (PT) -I Year (Semester II)

Admission to MBA (PT) -I year (Semester II) shall be given to those students who have successfully cleared at least three papers out of five theory papers and not declared as fail.

Admission to MBA (PT) - II Year & III Year Course

Admission to MBA (PT) II year (Semester III) shall be given to those students, who have cleared successfully at least three papers out of five theory papers offered for MBA (PT) -I year (Semester-I) as well as at least three papers out of five theory papers offered in MBA (PT) - I year (Semester II) exams and not declared as fail in any semester.

Admission to MBA (PT) III year (Semester V) shall be given to those students, who have cleared successfully at least three papers out of five theory papers offered for MBA (PT) -II year (Semester-III) as well as at least three papers out of five theory papers offered in MBA (PT) - II year (Semester IV) exams and not declared as fail in any semester.

The Fifth and Sixth Semesters shall contain a combination of discipline specific elective papers. There shall be a system of **dual specialization**.

A student shall be required to opt for **two** functional areas for their specialization at the time of admission to MBA (PT) – III year (Semester – V) which in turn will lead to studying **four** papers (Two in fifth semester and Two in the sixth semester) from Specialisation Area I and four papers (Two in fifth semester and Two in the sixth semester) from Specialisation Area II.

In MBA (PT) V Semester a student shall have the choice of studying **any two** papers out of three papers mentioned in Part A of Specialisation Area I. Similarly he/she will have the choice to study any two papers out of three papers mentioned in Part A of Specialisation Area II.

In MBA (PT) VI Semester a student shall have the choice of studying **any two** papers out of three papers mentioned in Part B of Specialisation Area I. Similarly he/she will have the choice to study any two papers out of three papers mentioned in Part B of Specialisation Area II.

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Note: A paper from specialization area shall only be offered for studying in MBA (PT) V/MBA (PT) VI Semester if minimum number of students interested in that paper is 15.

A student of MBA (PT) – III year (Semester – V) has to study two papers from Specialisation Area I & two papers from Specialisation Area II besides Viva-Voce examination.

In MBA (PT) – III year (Semester – VI) a student has to study two papers from Specialisation Area I & two papers from Specialisation Area II besides Viva-Voce examination.

1. English shall be the medium of instruction in lectures, University examinations; Admission test(s) Presentations etc.
2. As far as possible fifty percent paper setters / examiners will be internal and fifty percent external.
3. For promotion in next semester/clearing the semester it is compulsory for students to pass in the Viva-Voce examination because provision of Back Paper shall not be applicable in Viva-Voce examination.
4. **End semester examination:** All papers will be of 03 hours duration. The maximum marks allotted for each paper will be 70.
5. **Mid semester examination:** There shall be one mid semester written examination of two hours duration for each paper, which shall carry 20 marks. This examination will be compulsory for the students. In case, if any student fails to appear in one or more papers on medical ground then he/she may be provided one more chance during the same semester with due permission of the Head/Dean on payment of re-examination fee of Rs 1000/- per paper subject to a maximum of Rs 4000/-
6. **Guidelines for internal evaluation:**
 - a) It shall be based on verifiable means.
 - b) The distribution of marks of internal evaluation will be as follows:

| | | |
|--|---|----------|
| (i) Written test (Mid Semester Examination) | - | 20 marks |
| (ii) Term Assessment based on assignments/presentations/LSA/ class participation | - | 10 marks |

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Whenever the score in internal evaluation is 80% or more (except in papers of quantitative nature) the written test answer books could be re-evaluated by two teachers of the department.

c) All assignments will be submitted in his/her hand writing only.

7. **The maximum marks allotted for each paper will be as follows:**

- | | |
|------------------------------|----------|
| (i) End semester examination | 70 marks |
| (ii) Internal evaluation | 30 marks |

8. **Back Paper Provision:** The minimum passing marks in each individual paper will be 40% and in aggregate 50% in each semester. This percentage will apply on aggregate marks of internal evaluation and end semester examination.

Any candidate who fails to secure minimum of 40% marks but secures 25% or more marks, in two or less than two papers, in first semester of the first academic year will be promoted to the next semester of MBA (PT) - Part I.

Any candidate who fails to secure minimum of 40% marks but secures 25% or more marks, in two or less than two papers, in first semester of the second academic year will be promoted to the next semester of MBA (PT) - Part II. However in MBA Part II (III semester), only those candidates will be admitted who have cleared at least three papers in each of the I and II semester of MBA Part I examinations.

Any candidate who fails to secure minimum of 40% marks but secures 25% or more marks, in two or less than two papers, in first semester of the third academic year will be promoted to the next semester of MBA (PT) - Part III. However in MBA Part III (V semester), only those candidates will be admitted who have cleared at least three papers in each of the III and IV semester of MBA Part II examinations.

A maximum of two back papers are allowed in any semester.

The examinations of the back papers of the I and II semesters will be held along with III and IV semesters respectively.

The examinations of the back papers of the III and IV semesters will be held along with V and VI semesters respectively.

The examinations for the back papers of the V and VI semesters will be held in subsequent year (s) as and when the V and VI semesters examinations of the next batch are held.

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A maximum of three chances shall be available to a candidate to clear his/her back papers. The candidate has to clear all his/her back papers within a period of six years from the year of his/her admission. After which he/she will be declared fail. If a candidate clears his I, II, III, IV, V semesters but obtains back (s) only in VI semester then treating it as a special case the examination of back paper (s) of VI semester could be held along with I, III & V semester examinations or earlier, if possible.

9. A candidate who has secured minimum marks to pass in each paper but has not secured minimum marks to pass in aggregate may reappear in any of the paper(s) of the semester concerned (subject to maximum of two), according to his choice in order to secure the minimum marks prescribed to pass in the aggregate.

10. Evaluation Pattern for MBA:

Award of Grades & Grade Points Based on Absolute Marks

| Marks Range (out of 100) | Grade | Grade Point |
|-----------------------------|-------|-------------|
| 90 – 100 | O | 10 |
| 80 – 89 | A | 9 |
| 70 – 79 | B | 8 |
| 60 – 69 | C | 7 |
| 50 – 59 | D | 6 |
| 40 – 49 | E | 5 |
| 25 – 39 | Bp | 4 |
| 00 – 24 | F | 0 |
| Absent | Ab | 0 |

Letter grades O, A, B, C, D & E in a paper means that the student has been able to clear that paper (i.e. passed in paper).

Letter grade Bp in a paper means that the student has not been able to clear the paper and is entitled to appear in the Back Paper examination if he/she satisfies other conditions for Back Paper examination.

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Letter grade F means that the student has failed.

Letter grade Ab means that the student was absent.

Calculation of SGPA and CGPA

The following procedure shall be used to calculate the **Semester Grade Point Average (SGPA)** and **Cumulative Grade Point Average (CGPA)**:

- The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.

$$\text{SGPA} = \Sigma(C_i \times G_i) / \Sigma C_i$$

where C_i is the number of credits of the i th paper and G_i is the grade point scored by the student in the i th paper.

- The CGPA is also calculated in the same manner taking into account all the papers undergone by a student over all the semesters of a programme, i.e.

$$\text{CGPA} = \Sigma(C_j \times S_j) / \Sigma C_j$$

where S_j is the SGPA of the j th semester and C_j is the total number of credits in that semester.

- The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

Illustration of Calculation of SGPA and CGPA

- Illustration for SGPA**

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| Paper | Credit | Grade Letter | Grade Point | Credit Point |
|---------|--------|--------------|-------------|--------------|
| Paper 1 | 4 | B | 8 | 4 x 8 = 32 |
| Paper 2 | 4 | C | 7 | 4 x 7 = 28 |
| Paper 3 | 3 | O | 10 | 3 x 10 = 30 |
| Paper 4 | 4 | E | 5 | 4 x 5 = 20 |
| Paper 5 | 3 | D | 6 | 3 x 6 = 18 |
| Paper 6 | 4 | E | 5 | 4 x 5 = 20 |
| Paper 7 | 4 | C | 7 | 4 x 7 = 28 |
| | 26 | | | 176 |

Thus, SGPA = $176/26 = 6.77$

• Illustration for CGPA

| Semester I | Semester II | Semester III | Semester IV |
|-------------------------|-------------------------|-------------------------|-------------------------|
| Credit : 30 SGPA:6.9 | Credit : 26 SGPA:5.8 | Credit : 32 SGPA:7.3 | Credit : 34 SGPA:6.8 |

$$CGPA = \Sigma(C_j \times S_j) / \Sigma C_j$$

$$CGPA = \{(30 \times 6.9) + (26 \times 5.8) + (32 \times 7.3) + (34 \times 6.8)\} / \Sigma C_j$$

Thus, CGPA = $822.6/122 = 6.74$

11. The conversion formula for converting CGPA to the corresponding Percentage of Marks will be as follows:

$$X = 10 Y - 4.5$$

where, X = Percentage of Marks

$$Y = CGPA$$

12. In the first five semesters, the candidate will be declared only as "Pass" or "Fail." Division will be awarded only on the basis of combined result of all the six semesters of MBA I, II and III.

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- Fail**



MBA(Part Time) -I Semester

Management Concepts and Skill Development

PAPER CODE: MBA-PTC11

Objective: The objective of this course is to develop a basic understanding about the management concepts as well as of human in various managerial processes in organization.

UNIT-I

Management: Definition, nature, process, functions & skills. **Evolution of management thoughts-** F.W. Taylor, Henri Fayol, Max Weber, Elton Mayo. **Management Approaches-** System approach, Contingency approach. **Business Organization-** Types of ownership.

UNIT-II

Planning: Concept and purpose, Planning Process, Management by Objectives(MBO), Decision Making. **Organization:** Concept and purpose of organization, Types of organization, Line, Line & Staff, Matrix, Virtual Organization structures. Basis of Departmentation, Concept of Authority, Functional Authority, Delegation of Authority, Centralization and Decentralization of Authority. Coordination. Staffing.

UNIT-III

Directing: Leadership- Concept, Traits, Styles. **Communication:** Concept, Types, process, barriers, making Communication effective. **Controlling:** Concept, process, Requirement for Adequate control, Budgetary Control, Non-Budgetary Control.

UNIT-IV

Business Process Re-engineering- Concept, Process, Redesign, BPR, experiences in Indian Industry. **Total Quality Management (TQM)-** Concept, Systems model of Quality, Deming's approach, TQM as a business Strategy. **Knowledge Management (KM)-** What, why, how, of Knowledge Management, KM process, approach, strategies, tools. **E-commerce-** Ideology, methodology, classification by application/nature of transactions, Driving Forces of EC, Impact of EC, Scope.

UNIT-V

Skill Development- Writing Business Letter, Official letters, 7C's & 4'S in Communication, Report writing Skills, Presentation Skills.

Suggested Readings:

1. Stoner, Freeman, Gilbert Jr.: Management (Pearson education)
2. Kootz, O'Donnell, Weighrich: Essentials of Management
3. Michael, J. Stahl: Management- Total Quality in a global environment (Blackwell Business)
4. Newman, Warren and Summer: The Process of Management, Concept, Behaviour & Practice.
5. Brech, E.F.L.: Principles and Practice of Management
6. Drucker, P.F. : Managements, Tasks, Responsibilities, Practices
7. Asha Kaul: Effective Business Communication (PHI)
8. RonLudlow, Fergus Panton: The Essence of Effective Communication(PHI)
9. Efrain, jae, david, H. Micheal: Electronic Commerce : A Managerial Perspective (Pearson Education)



MBA(Part Time) -I Semester **Statistics for Business Decisions** **PAPER CODE: MBA-PTC12**

Objective: The basic aim of this course is to impart knowledge of basic statistical tools & techniques with emphasis on their application in Business decision process and Management.

UNIT-I

Statistics: Concept, Significance and Limitations. Collection of Primary and Secondary Data, Classification and Tabulation, Frequency Distributions and their graphical representation.

UNIT-II

Measures of Central Tendency: Mean, Median and Mode. Measures of Dispersion: Range, Mean Deviation, Standard Deviation and Quartile Deviation. Moments, Measures of Skewness and Kurtosis .

UNIT-III

Probability: Classical, Relative and Subjective Probability. Additive and Multiplicative rules; Conditional Probability and Baye's Theorem. Random Variable, Mathematical Expectation, Binomial, Poisson and Normal probability distributions.

UNIT-IV

Sampling: Methods of Sampling; Sampling and Non-Sampling Errors; Law of Large Numbers and Central Limit Theorem (without proof). Estimation, Point & Interval Estimates, Confidence Intervals. Statistical Testing- Hypothesis and Errors; Large and Small One Sample and Two sample Tests- Z test, T-test and F-Test. Chi-Square as a test of Independence and as a test of Goodness of Fit, Analysis of Variance .

UNIT-V

Correlation and Regression Analysis: Two variable case / Index Numbers; Time series- its components and their determination.

Suggested Books:

1. Levin, R.I.: Statistics for Management(PHI)
2. Black, K: Business Statistics(Wiley)
3. Levine, Stephan, Krehbiel & Berenson: Statistics for Managers(Pearson)
4. Gupta, S.P. & Gupta, M.P.: Business Statistics
5. Lapin, Lawrence: Statistics for Modern Business Decisions (HBJ)
6. Shenoy, G.V. & Pant, M: Statistical Methods in Business and Social Science's

MBA(Part Time) -I Semester

Managerial Economics

PAPER CODE: MBA-PTC13

Objective: The basic objectives of this course are to familiarize the students with the concepts and tools of managerial Economics as applicable to decisions making in contemporary business environment.

UNIT-I

Nature and scope of Managerial Economics: Nature and scope of Managerial Economics, its relationship with subjects. Objective of Firm, Fundamental Economic concepts- Opportunity cost concept, Incremental concept, Principle of the perspective, Discounting principle and Equimarginal principle.

UNIT-II

Demand Analysis: Concept and importance of Demand & its determinants, Income & Substitution effect, various elasticities of demand, using elasticities in managerial decisions, revenue concepts, relevance of demand forecasting, methods of demand forecasting.

UNIT-III

Cost Concept and Production Theory: Various cost concepts & classifications, Cost output relationship- in short run and in long run, (cost curves), Economies of scale, cost control and cost reduction, Production function, managerial uses of production function, Indifferent curves.

UNIT-IV

Pricing Decisions: Pricing methods, Price Discrimination, Price and output decisions under different market structures- Perfect competition, Monopoly and Monopolistic Competition, Oligopoly.

UNIT-V

Profit & Inflation: Profit, Functions of profit, profit maximization, Break Even analysis, Inflation- Types, in terms of demand pull & cost factors, effects of inflation.

Suggested Readings:

- | | |
|--------------------------|--|
| 1. Varsney & Maheshwari: | Managerial Economics |
| 2. Mote, Paul & Gupta | Managerial Economics: Concepts & Cases |
| 3. D.N. Dwivedi | Managerial Economics |
| 4. D.C. Hague | Managerial Economics |
| 5. Peterson & Lewis | Managerial Economics |
| 6. Trivedi | Managerial Economics |
| 7. D. Gopalkrishan | A study of Managerial Economics |
| 8. Habib-Ur-Rehman | Managerial Economics |



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MBA(Part Time) -I Semester

Marketing Management

PAPER CODE: MBA-PTC14

Objective: The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.

UNIT-I

Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning– an overview. **Market Analysis and Selection:** Marketing environment– macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer Behaviour; consumer versus organizational buyers; Consumer decision making process.

UNIT-II

Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process. **Pricing Decisions:** Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

UNIT-III

Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling. **Promotion Decisions:** Communication Process; Promotion mix– advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion– tools and techniques.

UNIT-IV

Marketing Research: Meaning and scope of marketing research; Marketing research process.

Marketing Organization and Control: Organizing and controlling marketing operations.

UNIT-V

Issues and Developments in Marketing: Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing.

Suggested Readings:

1. Kotlar, Philip, Marketing Management, Prentice Hall, New Delhi.
2. Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
3. Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.
4. McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York.



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MBA(Part Time) -I Semester Financial Accounting and Reporting *PAPER CODE: MBA-PTC15*

Objective: The objective of this paper is to give exposure of the fundamentals of accounting and how financial statements are prepared and other related matters.

UNIT -I

Financial Accounting- Nature and objectives, Use of financial statements, Users of Accounting information. Accounting Principles. Accounting Standards, Capital and Revenue receipts and payments. **Origin and Analysis of Business Transaction-** Types of Accounts, Journal, Ledger and Trail Balance [including practical problems].

UNIT-II

Depreciation methods and accounting- Inventory valuation techniques and accounting [including practical problems].

UNIT-III

Financial Statements of Trading Organization- Preparation with adjustments, Final Accounts of Limited Liability companies, P/L Account, P/L Appropriate A/C and Balance Sheet.

UNIT-IV

Company Accounts: Issues of shares and debenture and their redemption . Accounting Policy and Trends in Corporate Reporting.

UNIT-V

Value added reporting- Value added statements, EVA Concept and its application in India, Environmental Accounting & Reporting: environmental Costs, Guidelines for environmental reporting.

Suggested Readings:

1. Financial Accounting: Ashok, Deepak, Sehgel
2. Financial Accounting: Ashish, K. Bhattacharya
3. Jawaharlal: Corporate Financial Reporting theory and Practice, Taxamann, New Delhi

Paper Setting Guidelines

- UNIT -I- One Numerical and one theoretical.
UNIT -II- Two Numerical Questions.
UNIT -III- Two Numerical Questions.
UNIT IV- One Numerical and one theoretical.
UNIT V - Two Theoretical Questions.

MBA(Part Time)-II Semester **Human Resource Management** **PAPER CODE: MBA-PTC21**

Objective: The course aims at developing a basic understanding in the students of the issues relating to procurement, development, appraisal, compensation, integration etc. of human resource for its optimum utilization and productivity in the organization in the context of dynamic business environment.

UNIT-I

Human Resource Management: Concept, objectives, scope, functions, importance, Human Resource Planning: Meaning, Objectives, process, limitations, importance, and responsibility for human resource planning.

UNIT-II

Recruitment and Selection: Meaning, sources of recruitment, selection process, induction.

UNIT-III

Training and Development: Meaning, identification of training and development needs, methods of training and development, evaluation of training and development programmes, significance of training and development, career development.

UNIT-IV

Performance appraisal: Meaning, process, methods, limitations, importance, internal mobility, separation.

UNIT-V

Wage and Salary Administration: Concept, objectives, factors influencing wage and salary administration. Job evaluation: meaning, principles, methods, limitations, importance, Systems of payment: Time rate system, piece rate system and Incentive payments. Fringe benefits, Executive compensation.

Suggested Readings:

1. David A. De Cenzo & Stephen P. Robbins : Personnel/Human Resource management
2. Rudrabasavarj , M.N. : Dynamic Personnel Administration: management of Human Resource
3. P. Subba rao : Essentials of Human Resource Management & Industrial Relations
4. C.B. Mamorai : Personnel Management
5. Dale Yoder & Paul Staudohar : Personnel Management & Industrial Relations
6. Beach : Personnel- The Management of People at work
7. Strauss G & Sayles , L.R. : The Human Problems of Management
8. Jucius , M.C. : Personnel Management
9. Flippo, Edwin ,B : Personnel Management



MBA(Part Time)-II Semester

Business Ethics

PAPER CODE: MBA-PTC22

Objectives: The course aims to educate that how the adoption of Business Ethics by organizations not only discourages corporate wrong-doing, but also contributes substantially in the achievement of corporate excellence.

UNIT-I

Business Ethics- An Overview- Concept, nature, Objectives, evolving ethical values, Arguments against business Ethics.

UNIT-II

Work life in Indian Philosophy- Indian ethos for work-life, Difference between ethics and ethos, purpose of Indian ethos, need of Indian ethos, Indian values for the work place, Work-Life Balance, components of work life balance.

UNIT-III

Relationship between Ethics & Corporate Excellence- Corporate Mission Statement, Code of Ethics, need for code of ethics ,Types of code of ethics ,Organizational culture, Characteristics of organizational culture, TQM: Benefits and principles.

UNIT-IV

Gandhian Philosophy of Wealth Management- Philosophy of Trusteeship, Gandhiji's Seven Greatest Social Sins.

UNIT-V

Corporate Social Responsibility- Social Responsibility of business with respect to different stakeholders, Arguments for and against Social responsibility of business, Social Audit.

Suggested Readings:

1. Chakraborty , S.K. : ,Foundations of management Work - Contributions from Indian Thought: Himalaya Publishing House Delhi 1998
2. Griffiths , B. : Themarriage of East and West , colling London 1985
3. Gandhi , M.K. : The Study of My Experience with Truth, Navjivan Publishing House , Ahmedabad , 1972
4. Velasquez , M.G. : Business Ethics
5. Sekhar , R.C. : Ethical Choices in Business .

MBA(Part Time)-II Semester

Organizational Behaviour

PAPER CODE: MBA-PTC23

Objective: To have an understanding about how people interact in an organization and also to help an individual to have a better understanding about one's ownself.

Unit-I

Concept of Organization Behaviour: Introduction- nature of OB, caused nature of Behaviour, S<->O<->B model, Individual differences, Model's of man.

Unit-II

Psychological foundation of Human Behaviour: Perception- Concept and Process. **Learning-** Classical and operant Conditioning theories and their application, reinforcement schedule, OB modifications. **Personality-** Factors, Theories of personality, values and attitudes

Unit-III

Interpersonal Relations: Transactional Analysis- role of self concept, ego states, Life positions, Life script, strokes etc. in TA, type of transactions, psychological games. **Group Dynamics-** Concept, group norms, group status, group cohesiveness. **Leadership Theories-** Trait, Behavioural and Situational.

Unit-IV

Dynamics of Organization Behaviour: Motivation Theories- Maslow's Need Hierarchy theory, Herzberg's Two Factor theory, Adam Equity theory, McGregor theory X and Y, Vrooms Expectancy theory. **Organizational Climate-** Job Satisfaction, Morale. **Stress:** Nature causes and strategies to cope up with stress.

Unit-V

Organizational System: Organizational Conflict- Types, Conflict resolution techniques and styles. **Organizational Change-** Types of change, reasons for change, change process, resistance to change and overcoming resistance. **Organizational Development-** Objectives, characteristics, process, OD intervention strategies.

Suggested Readings:

1. Robbins: Organizational Behaviour concepts, Controversies and applications.
2. Fred Luthans: Organizational Behaviour
3. Paul Hersey Blanchard : Management of Organizational Behaviour
4. Keith Davis: Introduction to Behavioural Science for Business
5. VSP Rao & PS Narayana: Organization Theory & Behaviour
6. L.M. Prasad: Organization Theory & Behaviour.



MBA(Part Time)-II Semester

Production & Operations Management

PAPER CODE: MBA-PTC24

Objective: This course aims at acquiring the students with the basic management decisions with respect to production function and designing of a production system.

Unit-I

Nature and scope of production & operations management, production functions, Responsibilities of the Production Manager. Types of Manufacturing systems, Plant location and plant layout.

Unit-II

Production planning and control, Procedure, objectives and importance of production planning and production control, scheduling.

Unit-III

Materials & Stores Management, Inventory control, relevant costs, economic lot size, inventory analysis, JIT, standardization & specialization, Automation.

Unit-IV

Work study, Method study, work measurement, flow charts, industrial safety and health considerations, maintenance of production facilities.

Unit-V

Quality control and inspection, sampling inspection, quality control charts, concept of TQM & ISO 9000.

Suggested Readings:

- | | | |
|------------------------|---|-----------------------------------|
| 1. Goel B.S. | : | Production & Operation Management |
| 2. Mayers | : | Production Management |
| 3. Buffa | : | Operations Management |
| 4. Moore FG & Hendrick | : | Production & Operation Management |
| 5. Chunawalla | : | Production Management |



MBA(Part Time) -II Semester

Computer Applications In Management

PAPER CODE: MBA-PTC25

Objective : The objectives of this course is to provide knowledge of latest Hardware & software tools available in the field of computer among the participants and build up the experience of computer usage in business organization with specific reference to office environment, Networking & Communication , spreadsheet & Operating System .

UNIT-I: Introduction to Computers

Introduction of Computers, Types of Computer, Organization of Computer, Hardware & Software components, System software & Application software, Memory & types of Memory, Data vs. Information, Application of Computers, Number Systems (Binary, Octal ,Hexadecimal), Binary operations.

UNIT-II: Operating System

Introduction to Operating System, Types of Operating Systems, Functions of Operating system, User Interface-CUI & GUI, Windows: Window Basics-desktop, icons, folders, taskbar, shortcuts, start menu, customizing desktop,

UNIT-III: MS-Office

(1)**MS Word:** Creation, editing & formatting of a document, Headers & Footers, Find & Replace, Checking spellings & grammar, working with tables, Mail-merge & printing a document

(2)**MS Excel:** Electronic spreadsheet-basic operations, editing & formatting a worksheet, printing a worksheet, Functions-mathematical, statistical & Financial, Charts

(3)**MS PowerPoint:** Creation of a presentation, Arranging text in levels, changing fonts, size etc, inserting clip-arts, formatting the slide design, saving & running the presentation.

UNIT-IV: Communication & Network concepts

Introduction of Communication & Network, Network: goals and applications, Switching techniques, Transmission Medias, Types of Networks: LAN, MAN & WAN, Network Topologies, Network Devices- Modem, Ethernet Card, Hub, Switch, Router, Gateways, Bridges

UNIT-V: Internet Concepts

Introduction, Concept of internet, intranet & extranet, Client & server, TCP/IP, WWW, Hypertext, URL, IP Address, e-mail, Web browsers, Search engines & Internet Services

Suggested Readings:

1. Deepak Bharihoke (Excel Books) : Fundamentals of Information Technology.
2. V. Rajaraman : Fundamental of Computers
3. Computer Networks : Tannenbaum
4. Dr. Sushila Madan (Taxmann's) : Information Technology

MBA(Part Time)-III Semester

Strategic Management-I

PAPER CODE: MBA-PTC31

Objective: The focus is to critically examine the management of the entire enterprise from the Top Management point of view. Then paper gives learning to the basic concepts related to Strategy formulation, strategy implementation, analysis & choices and strategy evaluation and control.

UNIT-I

Introduction to Strategic Management- Strategic Management Concepts, Vision, Mission, Goals and Objectives. Strategic Management and Competitive Advantages.

UNIT-II

External, Internal and Competitor Analysis- Environment and the Firm, PEST and Scenario Planning. Industry Analysis– Porter's 5 Forces. Applying Porter's Five Forces Analysis. Internal Environment Analysis- Core Competencies, Resource Based View, Competitive Analysis.

UNIT-III

Business Level Strategies- Generic Business Strategies- Cost Leadership, Differentiation Strategy, Focus Strategy & Hybrid Strategy. Business Strategies for Different Industry Conditions

UNIT-IV

Strategic Analysis- Evaluation of Strategic Alternatives. Tools & Techniques for Strategic Analysis.

UNIT-V

Strategy Implementation & Evaluation- Implementing a Formulated Strategy. Balanced Scorecard. Strategy Reformulation. Evaluating and Measuring Strategy Implementation.

Suggested Readings:

1. Ansoff H.Ighor, Implanting Strategic Management, Prentice Hall.
2. Azhar Kazmi & Adela Kazmi: Strategic Management, McGraw-Hill, 4e.
3. Sukul Lomash & P.K. Mishra, Business Policy & Strategic Management, Vikas Publicising house, New Delhi.
4. VSP Rao & V.Hari Krishna, Strategic Management, Text & Cases 2010, Excel Books, New Delhi.
5. Fred R. David, Strategic Management, PHI, New York.
6. P.K. Ghosh : Business Policy , Strategy , Planning and Management
7. Christensen , Andrews Dower: Business Policy- Text and Cases
8. William F. Gkycj : Business Policy – Strategy Formation and Management Action
9. Bongee and Colonan : Concept of Corporate Strategy
10. Peter F. Drucker : Management Tasks, Responsibilities, Practices

MBA(Part Time)- III Semester

Quantitative Techniques

PAPER CODE: MBA-PTC32

Objective: This course is designed to acquaint the students with the important quantitative techniques which play an important role in the decision making process. The emphasis will be given on their specific applications to business problems.

Unit-I

Introduction to Quantitative Techniques & Linear Programming: Concept of Model Building for Business Decisions, Role and Scope of Models in Business and Industry. LPP-Problem formulation, Graphic method, Simplex method including Big M method & Duality.

Unit-II

Transportation and Assignment Problems: Transportation-NWCR, Matrix Minima & VAM Methods. Degeneracy & Optimum Solution. Assignment Problems & Routing Problems.

Unit-III

Decision Theory & Games Theory: Decision making under Uncertainty-Criteria of Maximax, Maximin, MiniMax Regret, Laplace & Hurwicz. Decision making under risk- Criteria of EMV & EOL. Decision Tree Approach and its application. Types of Games, Pure Strategy and Mixed Strategy.

Unit-IV

Inventory Management & Replacement Theory: Types of Inventory, Inventory Management Systems, Safety Stock, Approaches to Inventory Control. Replacement policy for items & staff.

Unit-V

Queuing Models & Network Techniques: Population and Queue discipline, Channels and Phases, Single Phase-Single Channel Queue Models. CPM and PERT Models.

Suggested Readings:

- | | | |
|------------------------|---|---------------------------------------|
| 1. U.K. Srivastava | : | Quantitative Techniques |
| 2. Levin and Kirpatric | : | Quantitative Approaches to Management |
| 3. Taha | : | Operations Research |
| 4. Kothari, C.L. | : | Quantitative Techniques |
| 5. Kanti Swaroop | : | Operation Research |
| 6. Ackoff and Saisini | : | Fundamentals of Operation Research |

MBA(Part Time)- III Semester **Accounting for Decision Making** **PAPER CODE: MBA-PTC33**

Objective: To get acquainted with tools and techniques of Management accounting and their application in decision making process of management.

UNIT-I

Accounting for Management- Nature and scope, Role of Management Accounting, Differences with financial accounting. Analysis of Financial statement- Ratio Analysis- Profitability, Turnover and Solvency Ratios, Funds Flow and cash flow analysis.

UNIT-II

Cost Classifications, Activity based Costing- Kaplan & Cooper's approach to ABC- How to develop ABC system, How ABC system supports corporate strategy. When to use ABC, Learning curve model- learning curve, Value Chain Analysis, Target Costing, Life cycle Costing.

UNIT-III

Marginal Costing and Cost- Volume- Profit Analysis- Practical applications of Marginal Costing techniques, BEP analysis, P/V Ratio and their applications in solutions to business problems.

UNIT-IV

Budgeting and Budgeting Control- Flexible Budgets and Cash Budgets, Capital Budgeting- Pay Back Period, NPV, IRR and ARR methods and their practical applications.

UNIT-V

Variance Analysis- Material and labour variances. Capacity Management- Capacity Planning, levels of activity, approaches to capacity determination and utilization, Guidelines on Capacity Determination. Transfer Pricing Techniques.

Suggested Readings:

1. Anthony R N and Reece JS. Accounting Principles , Hoomwood illinos , Richard D. Irvin
2. Bhattacharya SK and Dearden J. - Accounting for Management. Text and Cases, New Delhi.
3. Hingorani NL and ramanthan AR - Management Accounting , New Delhi
4. Ravi M. Kishore , Advanced management Accounting , Taxmann , NewDelhi
5. Maheshwari SN - Management and Cost Accounting , Sultan Chand , New Delhi
6. Gupta, SP - Management Accounting, Sahitya Bhawan , Agra .

Paper Setting Guidelines:

UNIT-I- Two Numerical questions.

UNIT-II - One Numerical and one theoretical Question.

UNIT-III- Two Numerical Questions

UNIT IV- Two Numerical Questions

UNIT V - One Numerical and one theoretical Question



Department of Business Administration

FACULTY OF MANAGEMENT

M.J.P. ROHILKHAND UNIVERSITY, BAREILLY

MBA(Part Time)- III Semester

Business Environment

PAPER CODE: MBA-PTC34

Objective: The course aims to educate the student with the different environmental factors which effect business. This course aims to develop ability to understand and scan business environment in order to analyze the opportunities and take decisions under the uncertainty.

UNIT-I

Concept, Significance and nature of Business Environment; Elements of environment- internal and external ; Different roles of government in relation to business ; Social Responsibilities of Business .

UNIT-II

Broad profile of Indian Economy, Industrial Policy- its historical perspective (in brief), Industrial Policy Liberalization. Economic Planning in India; Rationale of economic planning, latest five year plan.

UNIT-III

Public sector- its objectives and working, major problems of public sector enterprises; Privatization of public sector enterprises- the issue involved. Role of Private and Joint Sectors. Securities Exchange Board of India- Organization and Role, Regulation of Mergers and Acquisitions.

UNIT-IV

Competition Act; Industries Development and Regulation Act; Consumer Protection Act- its main provisions.

UNIT-V

Latest Export- Import Policy; Foreign Exchange Management Act; Globalization and Business practices, WTO- objectives and Role in International trade.

Suggested Readings:

- | | | |
|-----------------------|---|-----------------------------|
| 1. Francis Cherunilam | : | Business Environment |
| 2. K. Ashwathapa | : | Business Environment |
| 3. Rudra Dutt | : | Indian Economy |
| 4. Kuchhal S.C. | : | Industrial Economy of India |
| 5. Ghose P.K | : | Government & Industry |



Department of Business Administration

FACULTY OF MANAGEMENT

M.J.P. ROHILKHAND UNIVERSITY, BAREILLY

MBA(Part Time)- III Semester

Research Methodology

PAPER CODE: MBA-PTC35

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

UNIT-I

Introduction– Meaning of Research; objectives of Research; Types of Research; Research Process; Research Problem formulation.

UNIT-II

The Design of Research– Research Design: Features of a good design; Different Research Designs. Measurement in Research: Data types; Sources of Error; Tests of Sound Measurement. Scaling: Meaning & classification; Important Scaling Techniques; Scale construction Techniques. Sampling Design: Census and Sample Survey; Steps in Sampling design; Types of Sample designs- Probability and Non-Probability sampling.

UNIT-III

Methods of Data Collection- Primary versus Secondary Data; Collection of Primary Data; Guidelines for constructing questionnaire; Collection of Secondary data; Case study Method. Processing & Analysis of Data- Processing operations; Problems in processing; Types of Analysis; Descriptive measures [only theoretical] Correlation & Regression [only theoretical]

UNIT – IV

Hypothesis Testing- Introduction; Parametric tests: Hypothesis testing of means; Difference between means; Proportions; Variance; Correlation Coefficients. Non-Parametric tests or Distribution-free test: Sign Test; Signed Rank test; Rank Sum tests; One sample Run test; Chi-square test.

UNIT – V

Presentation– Diagrams; graphs; charts. Report writing; Layout of Research report; Types of Reports; Mechanics of writing a Research report; Precaution for writing report; Oral presentation- preparation; Delivery; Audio Visuals.

Suggested Readings:

1. Gupta, S.P. : Statistical Methods (Sultan Chand)
2. Kothari, C.R. : Research Methodology (Wiley Eastern)
3. Krishnaswami; O.R. : Methodology of Research in Social Sciences (Himalaya Publishing House)
4. Salkind, N.: Exploring Research (Prentice Hall)Cooper, D.R. & Schindler, P.S. : Business Research Method (Tata McGraw Hill)

MBA(Part Time)-IV Semester

Strategic Management-II

PAPER CODE : MBA-PTC41

Objective: The objective of this course is to enlighten the students on the practical implementation of strategies while detailing the implementation of strategies while detailing the environment and governance in the corporate world. The course structure is aimed at analyzing various aspects of strategic decision at the top level.

UNIT-I

Introductory concepts: Corporate Strategy. Strategic Decision Making.

Unit-II

Modifying Scope of the Firm- Corporate advantage. Mergers and acquisitions. Strategic Alliance. Internationalization.

UNIT-III

Influencers & Outcomes of Corporate Strategy- Structure and Corporate Strategy. Knowledge Management. Family & Micro Business Strategy. Corporate venturing. Blue ocean strategy.

UNIT-IV

Leadership and Corporate Governance- Strategic Leadership. Corporate governance. Strategic CSR.

UNIT-V

Strategic Planning & Control- Strategic Planning. Change Management. Strategic Control.

Suggested Readings:

1. Michael Porter: Competitive Advantage Simon and Schuster.
2. Thomas Jacobs: Strategic Management-Text & Cases; Pearson
3. Azhar Kazmi : Strategic Management and Business Policy, Tata Mcgraw Hill.
4. N.Chandrasekaran,P.S.Ananthanarayanan:Strategicmanagement, Oxford University Press.
5. P.K.Ghosh: Business Policy and Strategic Management.
6. Andrews : Concept of Corporate Strategy, Irwin
7. Ansoff, H. Ighor : Implanting Strategic Management, Prentice Hall
8. P. Subha Rao : Strategic Management, Himalaya Publication House
9. A.K. Chaudhary, Chitrlekha Sinha, Jyoti Kumari Sharma, Aprajta Chaudhary: Strategic Management and Business Policy, A.B.Publications, Delhi.

MBA(Part Time)- IV Semester

International Business

PAPER CODE: MBA-PTC42

Objective: This course exposes the student to the environmental dynamics of international business and its impact on international business operations of a firm.

Unit-I

Concept; Domestic to Transnational Business; Driving and Restraining Forces; Characteristics and role of MNCs. Advantages and Disadvantages of Free trade; The case for protection; Forms of Restriction; Effects of protection.

Unit-II

Classical trade theory; Theory of comparative costs in terms of money; Evaluation of comparative costs theory; General Equilibrium Approach; Heckscher-Ohlin Factor– Price Equalisation theory; Influence of factor mobility on volume of trade; country similarity theory. Gains and terms of trade; Balance of trade and Balance of payments.

Unit -III

International business environment – The economic environment ; social and cultural environment, political, legal and regulatory environment, natural environment. Technological environment .

Unit -IV

International Institution Systems – IMF, World Bank and WTO (all in brief), / Regional economic integration; impact of integration; European Union; NAFTA;ASEAN; SAARC

Unit- V

Strategy of International Business – Strategy, planning, organizational structure and process of control. Recent developments in international business.

Suggested Readings :

1. Cherunilam, Francis – International Business(PHI)
2. Aswathapa, K – International Business (Tata McGraw Hill)
3. Sharan, Vyuptakesh – International Business (Pearson Education)
4. Varshney R.L. and Bhattacharya ,B– International Marketing Management (Sultan Chand & Sons)

MBA(Part Time)- IV Semester

Financial Management

PAPER CODE : MBA-PTC43

Objective: The objectives of develop a conceptual frame work of finance function and to acquaint the participants with the tools techniques and process of financial management in the realm of financial decision making.

UNIT-I

Introduction- Nature concept of finance function. Distinction between Accounting and Finance function. Objectives of Financial Management- Profitability vs Wealth Maximization. Organization for Finance Function. **Time value of money valuation concept-** Compound value concept and Present value concept. Financial Planning and Financial Forecasting.

UNIT-II

Capital Structure Planning- Patterns of financial requirement, Objectives of an optimum capital structure. Security Mix. **Capitalization concept-** Causes, Consequences and Remedies of over capitalization and under capitalization. Capital structure theories (with numerical problems). **Sources of long term finance-** Shares and Debentures. New financial Instruments and Institutions Leverage Analysis.

UNIT-III

Management of Fixed Capital- Concept, relevance and computation of cost of capital nature and Scope of Capital Budgeting, Capital Budgeting , Analysis of risk and Uncertainty (with numerical problems).

UNIT-IV

Management of Working Capital- Concepts of working capital, Nature and Scope of Working Capital Management, Approaches to the Financing of Current Assets determining the financing mix, Financing of working capital in India. Estimation of working capital (with numerical problem).

UNIT-V

Management of Earnings- Nature and scope of management of earnings, Dividend Policy and Dividend Models, Walter's Model, Gordon's Model, MM Hypothesis, Pattern of dividend policies (with numerical problems). Determinants of Dividend Policy.

Suggested Readings:

1. Brigham : Financial Management Theory and Practice
2. Horne, Wachowicz , Jr. : Fundamentals of : Financial Management
3. Westorn and Brigham : Managerial Finance
4. Van-Horne : Financial Management and Policy
5. I.M. Pandey : Financial Management
6. S.N. Maheshwari : Financial Management



MBA(Part Time)- IV Semester

Project Management

PAPER CODE : MBA-PTC44

Objective: The basic objective of this course is to equip the students with entrepreneurial skills like project formulation, appraisal, evaluation, monitoring and control, etc.

UNIT - I

Project Management -Frame Work: Concept of a Project, Capital Expenditure, Importance & Difficulties, Phases of Capital Budgeting, Feasibility Study: Overview. Resource Allocation: Elementary Investment strategy, Portfolio Planning tools, Strategic position & Action Evaluation.

UNIT - II

Project Identification & Formulation -Scouting for Project Idea, Preliminary Screening and Project Rating Index. Market & Demand Analysis - Market Survey, Characterization of Market, Forecasting & Planning, Profit potential of Industries ; Porter Model Technical Analysis - Analysis of Inputs, Technology, Product Mix, Capacities, Location, Civil Works, Charts, Layouts, Work Schedule.

UNIT - III

Financial Analysis & Appraisal-Cost of Project, Means of Financing, Cost of Production, Working Capital Requirement & its Financing, Estimates of Net Cash Accruals over a period. Project Risk Analysis: NPV, Benefit-Cost Ratio, IRR, Payback Period, ARR (Qualitative Treatment only) Their assessment. Investment Appraisal - Indian & International Practices.

UNIT - IV

Analysis of Risk - Types & Measures of Project Risk, Sensitivity Analysis, Scenario Analysis, Monte Carlo simulation, Certainty equivalent, Risk Adjusted Discount Rate, Decision Tree Analysis, Selection of Project, Special Decision Situation. Risk Analysis : Firm Risk & Market Risk (Quantitative Aspect).

UNIT - IV

Implementation Monitoring & Control-Project Organization, Project Scheduling: Network Techniques for Project Management, Administrative aspects of Capital Budgeting Special Issues in Project Management (brief introduction only) : Social Cost Benefit Analysis - Rationale, UNIDO & L.M. approach. Multiple Project Analysis : Portfolio Theory - CAPM Technique.

Suggested Readings :

1. Prasanna Chandra : Project: Preparation, Appraisal, Budgeting and Implementation.
2. P.K. Matto : Project Formulation in Developing Countries.
3. Chitale : Project Viability in Inflationary Condition.
4. Little and Mirrless : Guidelines for Project Evaluation.

MBA(Part Time) -IV Semester
Management Information System
PAPER CODE: MBA-PTC45

Objective: The objective of the course is to introduce students to Management Information System, designing decision support system and appropriate applications of information management, strategic advantages, and effective decision making with data and people in global and complex business organizations.

UNIT-I

Introduction: Need, Purpose, Objective and role of MIS in organization, MIS as an evolving concept, Meaning and role of MIS with respect to management levels, MIS growth and development, Information for decision making in MIS.

UNIT-II

Information Concepts and Information Technology: Definition and difference between data and information, information as a resource, Relevance of information to Decision making, Source and types of information, Relevance of information in MIS, Assessing information Needs of the organization, Trends in information technology-Hardware and Software.

UNIT-III

Developing MIS Systems: Types of information systems, System Development Life Cycle., Investigation Phase, Prototyping, Feasibility Analysis, System Analysis (DFD and ER Diagram), System Design, Implementing Business Systems, Testing, Documenting, Training, Conversion and Maintenance.

UNIT-IV

Internet and networks: History and Future of Internet and WWW. Web -client and web servers. Web page and web site. Web site strategies and Web site design principles. Domain Name System (DNS). Uses of computer networks, types of computer networks, network topologies, Internet and intranet.

UNIT-V

MIS Applications and Issues : Enterprise Resource Planning (ERP); Customer Relationship Management (CRM); Supply Chain Management (SCM); Transaction processing; Artificial intelligent technologies in business; Information Security and Control – Quality Assurance -Ethical and Social Dimensions, Cyber Crime and Privacy Issues.

Suggested Readings :

1. Shrivastava-Fundamental of Computer& Information Systems (Wiley Dreamtech)
2. Leon A and Leon M - Introduction to Computers (Vikas, 1st Edition).
3. ITL ESL – Introduction to Information Technology (Pearson, 2nd Edition).
- 4 ITL ESL – Introduction to Computer science (Pearson, 2nd Edition).
5. Introduction to Computers, Norton P. (TATA McGraw Hill)
6. Leon - Fundamentals of Information Technology, (Vikas)

MBA(Part Time)- V Semester

Security Analysis and Portfolio Management

PAPER CODE: MBA-PTE-F-51

Objective: To develop competencies for analyzing different investment opportunities and construct an optimal portfolio of investments as per risk profile and investment objectives.

UNIT-I

Investment Alternatives, Investment attributes, Investment Vs. Speculation Vs. Gambling, Primary and Secondary market and its operations, NSE and BSE, Buying and Selling shares, Stock market Indices. Corporate Debt Market and Money market. Risk and Return- Risk and Return of a single asset and portfolio, CAPM (Practical Problems).

UNIT-II

Basic valuation model, valuation of Bonds/Debentures, YTM, Bond Duration. Valuation of Preference Shares, Valuation of Ordinary Shares. Other approaches to valuation of shares. (Practical Problems).

UNIT-III

Fundamental Analysis- Macroeconomic Analysis, Industry Analysis, Company Analysis. Technical Analysis- Charting technique, Technical Indicators, Trading Rules. Efficient Market Hypothesis- Random Walk and search for theory, efficient market, weak form, semi strong form and strong form efficient market Hypothesis.

UNIT-IV

Traditional and Modern portfolio management. Portfolio Risk and return, Portfolio Diversification, Optimal portfolio, CAPM- Basic assumptions, CML, SML. Arbitrage pricing theory. (Numerical Problems).

UNIT-V

Specification of Investment objectives and constraints, Formulation of Portfolio strategy, Selection of securities, Portfolio execution, Portfolio Revision, Performance Evaluation- Sharpe, Treynor, Jensen and fgm measures.

Suggested Readings:

1. Ranganatham - Security Analysis and Portfolio Management (Pearson Education, 2st Ed.)
2. Chandra P - Investment Analysis and Portfolio Management (Tata Mc Graw Hill, 2008)
3. Sudhindra bhat: Security Analysis and Portfolio Management, Excel Books.
4. Barua, Raghunathan and Verma : Portfolio management , Tata McGraw Hill, Delhi.
5. Clark, James Francis : Investment – Analysis and Management, McGraw Hill, International Edition, New York.
6. Fabozzi, Frank J : Investment Management, Prentice hall, International Edition, New York.
7. Fischer, D.E. and Jordan R.J. : Security Analysis and Portfolio Management, Prentice hall, Delhi.
8. Sharpe, William F, Fordon J Alexander and J. V Bailly : Investments, Prentice Hall, Delhi.
9. Strong, Robert : Portfolio Theory and Capital Markets, McGraw Hill, New York.
10. Elton Edwin J, Gumber Martin J: Modern Portfolio Theory and Investment Analysis; John Wiley, New York.

MBA(Part Time)-V Semester

Corporate Restructuring

PAPER CODE: MBA-PTE-F-52

Objective: To familiarize students with various techniques of corporate restructuring, and valuation methods used by corporate in real life and develop an Understanding of Merger as significant economic activity taking place in today's economy.

UNIT-I

Forms of corporate restructuring, early merger movements, mergers types and characteristics framework of analysis of mergers. Role of industry life cycle. Theory of the firm and corporate finance corporate capital structures and dividend policies and regulatory framework of mergers and takeovers in India.

UNIT-II

Principle of valuation – capital budgeting decisions , definition and measurement of cash flows, capital budgeting basis for firm valuation, free cash flow basis for valuation, dividend growth valuation model, increasing the value of the organization.

UNIT-III

Theory of mergers and take over and tender offers – efficiency theories information and signaling agency problems and managerialism, free cash flow, market power, taxes, redistribution Sell of and diversities, spin of equity curves outs, rational for gains to sell of, motive for divervestitaves.

UNIT-IV

Methods of payments and leverages , theories of influence of method of payments on abnormal returns , role of the junk bond , post merger financial leverage, joint ventures – joint ventures in business strategy, rational for joint ventures , ESOP and MLPs - types of pension plan and type and uses of ESOPs. Nature and advantage of MLPs. Elements of LBO operation – source of gains and empirical evidence of LBO.

UNIT-V

Theory of multinational enterprises, reason for international M&As basic stock repurchase model. Theory behind repurchase , take over refuse – financial diffusive measures , coercive offers and defuse , anti take over, amendments , position fill defies , targeted shares repurchase and standstill agreements etc.

Suggested Readings:

1. Fred Weston, Kwang S Chung, Susan E Hoag Mergers, Restructuring and Corporate Control, Pearson Education.
2. Sudi Sudarsanam Value Creation from Mergers and Acquisitions, Pearson Education.
3. Krishna & Visheanath Merger Acquisitions & Corporate Restructuring. Sage Publications.
4. Enrique Arzac Valuation for mergers Buyouts & Restructuring, Wiley Finance.
5. Weston Mitchel and Mulherin: Takeovers, Restructuring and Corporate Governace, Pearson Education.
6. L.M. Sharma Amalgamation, Mergers, Takeovers, Company Law Journal Acquisitions – Principles, Practices& Regulatory Framework
7. J.C. Verma Corporate Mergers, Amalgamations & Bharat Publishing House Takeovers
8. N.L. Bhatia, Jagruti Takeover Games and SEBI Takeover Taxmann Publications Sampat Regulations
9. S. Shiva Ramu Corporate Growth through Mergers & Response Books Acquisitions

MBA(Part Time)- V Semester

International Financial Management

PAPER CODE: MBA-PTE-F-53

Objective: The objective of the course is to accustom the students with the international capital market environment and it's working. How international funds management is being done.

UNIT-I

Evolution of the Multinational Corporation, the role of global finance manager, integration of financial markets- reasons, benefits, costs and effects. Balance of Payments- categories, Factors affecting the components of BOP, BOP compilation, coping with the current account deficit.

UNIT-II

Alternative exchange rate systems- Free float, Managed Float, Target Zone Arrangement, Fixed Rate system. A brief history of the International Monetary System. European Monetary system and Monetary Union. IMF and World Bank- Organization and financing schemes. Arbitrage and the Law of one price- Purchasing Power Parity, Fisher effect, International Fisher effect, Interest rate parity and Forward rates as unbiased predictions of future spot rates.

UNIT-III

Foreign Exchange Market- The structure, Exchange Rate quotations, Market mechanism and conventions- Direct quotes, Inverse Quotes, Cross rates, Three point arbitrage. Types of transactions- Forward quotes, Discount and Premium, Swaps, Settlement dates, Quotes for various kinds of Merchant Transactions. Euro and Indian foreign exchange Market- Structure and Regulation.

UNIT-IV

Foreign exchange risk- Measuring and Managing Translation, Transactions and economic exposures. Financial Swaps. International Trade, Financing and Export financing. International Financial Instruments.

UNIT-V

Multinational Working capital Management- Current Asset Management and Short-term Financing. Capital Budgeting for the Multinational Corporation- Alternative capital budgeting framework. Issues in foreign Investment Analysis. Political Risk Analysis.

Suggested Readings :

1. Apte, P.G. : International Financial Management, Tata McGraw Hill, New Delhi,
2. Buckley, Adrian : Multinational Finance, Prentice Hall, New Delhi.
3. Eitman, D.K. and A.I. Stenehill : Multinational Business Cash Finance, Addison Wesley, New York.
4. Henning, C.N., W Piggot and W.H. Scott : International Financial Management, McGraw Hill, International Edition.
5. Levi, Maurice D : International Finance, McGraw-Hill, International Edition.
6. Rodriquefe, R.M. and E.E. Carter : International Financial Management, Prentice Hall, International Edition.
7. Shaprio, Alan. C : Multinational Financial Management, Prentice Hall, New Delhi.
8. Yadav, Surendra S. , Jain P.K. and Max Peyrard : Foreign Exchange Markets, Macmillan, New Delhi.
9. Zeneff, D. and J.Zwick : International Financial Management, Prentice Hall, International Edition.
10. O Connor DJ, Bueso AT : International Dimensions of Financial Management ; Macmillan, New Delhi.
11. Pilbeam Keith : International Finance ; Macmillan Press, Hong Kong.

MBA (Part Time)- V Semester

Marketing Research

PAPER CODE : MBA-PTE-M-61

Objective: The course is designed to inculcate the analytical abilities and research skills among the students

UNIT-I

Introduction to Marketing Research: Meaning, Nature, Scope, limitations of marketing research, Marketing Research during different phases; Interaction between management & marketing research; Problem Formulation & Marketing Research process.

UNIT-II

Marketing Research Design: meaning and its need. Types of Research Designs- Exploratory research , Descriptive research, Experimental research designs: Before - After with Control group Design , After only design , Four group six study design , panel design, etc. A brief introduction of sample and population, different types of sampling techniques, problems associated with sampling, sampling error.

UNIT-III

Data collection Methods in Marketing - Secondary data- its types, evaluation of secondary data, secondary data sources. Primary data - Types of Primary data, means of obtaining primary data, literature review, Communicative methods, focus group interviews, process and guidelines for preparation of questionnaire, Schedules, Observation techniques.

UNIT-IV

Attitude and its measurement :Attitude - definition, meaning, type. Scales of measurement - Thurstone, Likert, Semantic Differential, etc.; Attitude Scaling procedures, limitation of attitude measurement, self report attitude scales.

UNIT-V

Product Research, Advertising research, Copy testing, Test Marketing, Media Selection, Report preparation, layout and APA style referencing. A brief overview of data analysis through MS excel or SPSS.Application of data analysis technique correlation, regression, factor analysis.

Suggested Readings :

1. Research for Marketing Decisions Paul E. Green, Donald S. Tull
2. Marketing Research-Text and Cases Harper W. Boyd Jr., Ralph Westfall
3. Malhotra & Dash. Marketing Research, Pearsons Education, New Delhi.

MBA(Part Time)- V Semester

Service Marketing & CRM

PAPER CODE: MBA-PTE-M-62

Objective: To enable the students in evolving marketing strategies that meets the unique challenges and opportunities of the services sector. The course also aims at upgrading the students with the concept and techniques of customer relationship management (CRM) in different market situations, including international markets.

UNIT-I

Services Marketing: Meaning and nature of services; Distinctive characteristics of services; Trends and developments in service sector; Classification and marketing implications; Services marketing trilogy; The Seven Ps.

UNIT-II

Assessing Business Opportunity: Analysing services marketing environment; STP Strength, Understanding Customers–Buying influences and decision making process; Customer expectations and perceptions; Service Quality– determinants of service quality; Gap Model, Gronross Model.

UNIT-III

Services Marketing Strategies: Developing Services product-New service development, Core and supplementary services, Branding; Service distribution- through physical and electronic channels (E-services), Challenges in distributing services in domestic and international markets; Physical evidence –role of servicescape; People – employee role in service delivery, service failure and recovery, matching demand with service capacity; Service process- developing service blueprint, Self-service technologies.

UNIT-IV

Customer Relationship Management: Definition; CRM Ladder. Customer Relationships: Rise of relationship marketing; Nature of customer relationships; Firm and customer motivations for relationships; relationship development process; Customer life cycle and customer lifetime value; Customer acquisition, retention and development.

UNIT-V

Service Marketing in Practice: Hospitals, Educational Institutions, Hotel industry, Tourism; Challenges in Marketing of Services.

Suggested Readings:

1. Christopher, H. Lovelock, Services Marketing, Prentice Hall International, New Jersey.
2. Payne, Adrian, The Essence of Services Marketing, Prentice Hall of India Ltd.
3. Shankar, Ravi, Services Marketing: The Indian Experience, South Asia Publications, New Delhi.
4. Zeithmal, V.A. and Bitner, M.J., Services Marketing, McGraw Hill.
5. Verma, Harsh V., Services Marketing: Text and Cases, Pearson.
6. Seth, Jagdish N., Parvatar, Atul & Sainesh G.:Customer Relationship Management
7. C.Bhattacharjee. Service Marketing, Excel Books India.
8. S.M.Jha Service Marketing, Himalaya Publishing House.



MBA(Part Time)-V Semester

Consumer Behaviour

PAPER CODE: MBA-PTE-M-63

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

UNIT-I

Introduction to Consumer Behaviour (CB): Nature and Importance of CB, application of CB in Marketing, Consumer Research process.

UNIT-II

Individual Determinants of CB: Perception: Process, Consumer Imagery, perceived risk. Learning: principles, theories. Personality: nature, theories, self-concept, psychographic and life style. Attitude: Structural model of attitude, attitude formation & change. Motivation: needs/motives & goals, dynamic nature of motivation, Arousal of motives, theories.

UNIT-III

Group Determinants of CB: Reference group influence: types of consumer relevant groups, factors affecting group influence, application of reference group concept. Family: functions of family, family decision making, family life cycle(FLC). Opinion Leadership and Personal influence. Diffusion of Innovation: Adoption process. Diffusion process.

UNIT- IV

Environmental Influences on CB: Social class, Life style Profile of Social class, application to CB. Culture: characteristics, cross cultural understanding.

UNIT-V

Consumer Decision making Process: Problem recognition. Information Search Process and Evaluation. Purchasing process. Post purchase behaviour. Models of CB- Nicosia, Howard & Sheth, Engel- Kollat Blackwell.

Suggested Readings:

1. Loudan, David L and Bitta, A.J. Della Consumer Behaviour
2. Schiffman LG and Kanuk LL Consumer Behaviour
3. Nair, Suja R, Consumer Behaviour in Indian Perspective
4. Bennet and Kasarjian Consumer Behaviour
5. Mowen, John Consumer Behaviour



Department of Business Administration

FACULTY OF MANAGEMENT

M.J.P. ROHILKHAND UNIVERSITY, BAREILLY

MBA (Part Time) - V Semester **Labour Welfare and Social Security** **PAPER CODE: MBA-PTE-H-71**

Objective: The course aims at providing the students an understanding of the theoretical, applied and legal aspects of labour welfare and social security with special reference to India.

UNIT-I

Labour Welfare:-Meaning, Scope of Labour Welfare within and outside Factory premises, Objectives, Principles, and Theories. Agencies for Labour Welfare- Necessity and importance of Labour Welfare in India. Growth and Development of Trade Unions Movement in India.

UNIT-II

Factories Act, 1948 (Health, Safety, Welfare Measures):- Labour welfare officer, Consumer Co-operative stores, Counselling services, Educational Facilities, Transport Facilities, Recreational Facilities, Family Planning, Workers' Education scheme; Welfare Special Categories of labour:- Female labour, Child labour, Contract labour, Constructional labour, Bonded labour, Inter-State Migrants labour, Handicapped and Disabled labour.

UNIT-III Social Security:- Meaning, Scope, Objectives, Social Insurance and Social Assistance, Social Insurance, Commercial Insurance. ILO and Social Security. The employee state insurance act, provident funds and miscellaneous provisions act, 1952. Payment of gratuity act, 1972. Contract labour (regulation and abolition) act, 1970.

UNIT-IV

The Delhi shops and establishment act, 1954; Recruitment and Training:- The employment exchanges (compulsory notification of vacancy) act, 1959. The apprentices act 1961. The Maternity Benefits Act, 1961.

UNIT-V

Labour Legislation and labour Administration:-Meaning, Objectives, Need, principles. Classification of Labour Legislation. Control Machinery of Labour Administration. Labour Administration at the State Level.

Suggested Readings:

1. A.M. Sharma :Aspects of labour welfare and Social Security
2. T.N. Bhagoliwal: Economics of Labour and Industrial Relations
3. S.P Jain: Industrial & Labour Law
4. R.C. Saxena: Labour Problems and Social Welfare
5. S.N. Mehrotra:Labour problems in India
6. V.V. Giri: Labour problems in Indian Industry
7. P.L. Malik: Industrial Laws



MBA(Part Time)-V Semester

Organisational Change and Intervention Strategies

PAPER CODE : MBA-PTE-H-72

Objective: The objective of this paper is to prepare students as organizational facilitator using the knowledge and techniques of Behavioural science.

UNIT-I

Defining Organization Development, Nature and Scope of OD, Features of OD, Characteristics of OD, Objectives of OD Assumptions, Values and Belief in OD , Introduction, Meaning of Change, Stimulating Forces for Change, External Forces, Internal Forces, Individual Level , Group Level and Organizational Level Change and resistance to change, Overcoming resistance to change, Managing Planned Change, Planning for Change, Assessing Change Forces, Implementing Change.

UNIT-II

Models of Change- Characteristics of Effective Change Programmes, Models of Change- Systems Model of Change, Lewin's Force Field Analysis Model, The Continuous Change Process Model, Change and Transition Management Model, Organizational Growth Model. OD models used in MNC's.

UNIT-III

Introduction- The Evolution of OD, Why is change needed in organization?, Meaning of Change Agents, Types of Change Agents, Characteristics of Successful Change Agents, Role of Change Agent, Levels of Change Leadership Skills, Advantages and Disadvantages of Internal and External Change Agents, Steps in OD process, Process Consultation.

UNIT-IV

Concept of organizational climate, Characteristics of organizational climate, dimensions of organizational climate, significance of organizational climate, factors influencing organizational climate, role of managers and employees in influencing organizational climate, improving. Organizational climate, Job Satisfaction. Concept of organizational culture, characteristics of organizational culture, elements of organizational culture, role and significance of organizational culture, types and creation of organizational culture.

UNIT-V

Quality of working life, approaches to improve quality of working life, Morale, nature of morale, significance of morale, relationship between morale and productivity, building high morale. Work-Life Balance, importance of WLB in the present working conditions, Organizational Diversity- concept, managing Org. Diversity.

Suggested Readings

1. R. K. chopra & Vishwajeet Tyagi : Organisationsal Behaviour. India Publications, Delhi.
2. B. P. Singh & T.N. Chhabra : Organization Theory and Behaviour, Dhanpat Rai & Co.(Pvt) Limited, Delhi.
3. K. Shridhara Bhat : Management and behavioural processes, Himalaya Publishing house.
4. French W.L. etc. : Organization Development theory, practice and research, 3rd edition, New Delhi, Universal Book Stall
5. VSP Rao & PS Narayana: Organizational Theory & Behaviour
6. L.M.Prasad: Organizational Theory & Behaviour

MBA(Part Time)-V Semester

Managing Interpersonal and Group Processes

PAPER CODE: MBA-PTE-H-73

Objective: The purpose of this course is to get advance understanding regarding, interpersonal and group processes and help the participants to examine and develop process facilitation skills mainly through experience based method of learning.

UNIT-I

Organization as social system, goals and activities, understanding interpersonal Behaviour, issues between organization and individual, Definition of groups, theories of group formation, types of groups in organization, concept of group dynamics, theories. Stages of group development, formation of informal groups, processes and behaviour, group cohesiveness.

UNIT-II

Nature of decision making, decision making by groups group synergy, the problem of group think, the problem of polarization or group shift, techniques of group decision making, impact of group working on organization

UNIT-III

Definition of team, types of work teams, significance of work teams, managing teams, building effective teams, Rocket model. categories of teams.

UNIT-IV

Concept and nature of communication, tele-commuting & e-communication, factors effecting communication effectiveness in organization, leadership styles, transformational leadership, transactional leadership, motivational techniques.

UNIT-V

Interpersonal relations- factors, transactional analysis, components and types, workforce diversity and human relations. building effective relationship, management of conflicts and styles of conflict resolution.

Suggested Readings:

1. Bannis, W.G. : Essay in interpersonal dynamics, USA Dorrey press,1979.
2. K. Shridhara Bhat : Management and behavioural processes, Himalaya Publishing house.
3. B. P. Singh & T.N. Chhabra : Organization Theory and Behaviour, Dhanpat Rai & Co.(Pvt) Limited

MBA(Part Time)-VI Semester

Financial Derivatives

PAPER CODE: MBA-PTE-F-54

Objective: To provide understanding of various derivatives instruments and their respective markets.

UNIT-I

Evaluation of financial derivatives in India regulatory environment of financial derivatives market index-types, desirable attributes of an index. Market in India, membership criteria for derivatives trading, clearing and settlement, risks management – NSE – span, margin, margin / position limit violation.

UNIT-II

Future corporate trading and specification, convergence of future price to spot price, types of traders, forward contract versus future contract. Determination of forward and future price. Stock index futures. Hedging strategy using future– basic principle, arguments for and against hedging– basic risk, minimum variance hedge ratio, hedging through stock index futures.

UNIT-III

Interest rate futures— types of rate, determining treasury zero rate, forward rate, forward rate arguments, determination of future prices of interest rate, forward yield curve, hedging with FRAs, short term interest rate futures— advanced strategy— forward yield curve and basis risk, source of basis risk and hedge ratio, strips and rolls, variation margin leverages and tailing, hedging yield curve risk with future straddles, butterfly spreads, inter contract spreads.

UNIT-IV

Mechanism of interest rate swaps, using swap to transform a liability, an asset, role of financial intermediary, corporate advantage arguments valuation of interest rate swaps, currency swaps, valuation of currency swaps.

UNIT-V

Options contracts– it types, mechanism of option specification of stock option, trading, commission, margin, properties of stock options– factors affecting option prices, trading strategies involving options, black–scholes model of option pricing option on stock indices.

Suggested Readings:

1. Chance, Don M : An Introduction to Derivatives, Dryden Press, International Edition.
2. Chew, Lilian : Managing Derivative Risk, John Wiley, New Jersey.
3. Das, Satyajit : Swap & Derivative Financing, Probus.
4. Hull , J., Options : Futures and other Derivatives, Prentice Hall, New Delhi.
5. Kolb, Robert W : Understanding Futures Markets, Prentice Hall Inc., New Delhi.
6. Kolb, Robert : Financial Derivatives, New York Institute of Finance, New York.
7. Report of Prof. L.C. Gupta : Committee on Derivatives Trading.
8. Report of Prof. J.C. Verma : Committee Report on Derivatives Trading.

MBA(Part Time)-VI Semester

Management of Financial Services

PAPER CODE: MBA-PTE-F-55

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.

UNIT-I

Financial System and Financial Markets- Types of Markets, Market efficiency, Interlinkage in the Financial Markets, Types of Financial Assets, Issuer's Considerations, Investor's Considerations, Money market- its players, Indian Money Market, Money market Instruments, Indian Capital Markets.

UNIT-II

Financial Services- Merchant Banking- Registration of Merchant Bankers, General Obligations and responsibilities, Procedure for Inspection, Procedure for action in case of default, Pre Issue obligations, Post Issue obligations.

UNIT-III

Mutual Funds- Classification of Mutual funds, Mutual Funds returns, sale and purchase of Mutual Funds shares, Holding Period Returns- NAV, Calculation of NAV. Mutual Funds regulation-SEBI guidelines. Credit Rating- Rating of Debt Instruments, Need and Benefits of Credit Rating. Rating Agencies in India- Objectives, Symbols, Rating methodology of Rating Agency.

UNIT-IV

Factoring- Main Features, Types mechanism and advantages, Terms and conditions of factoring contract. Forefacting- Main features, mechanism and advantages. Depositories- Basic features, mechanism, SEBI guidelines. Venture Capital- Concept and advantages.

UNIT-V

Leasing and Hire Purchase, Debt Securities. Bill Discounting- Basic Concept and mechanism.

Suggested Readings:

1. Nalini P.Tripathi : Financial Instruments and Services, PHI Learning Pvt. Ltd
2. Batra and Dangwal : Financial Services, Deep and Deep Publications
3. M.Y.Khan : Financial Services, Tata McGraw-Hill Education
4. Kohn- Financial Institutions & Market- Tata McGraw-Hill Education

MBA(Part Time)-VI Semester **Strategic Financial Management** **PAPER CODE: MBA-PTE-F-56**

Objective: The purpose of the course is to prepare students to understand the advance topic of financial management in strategic management and get expertise to participate in strategic planning & decision making.

UNIT-I

Capital Structure: Theories, Impact of Taxes and Bankruptcy Cost, Agency Cost & the Capital Structure, Financial signaling through capital structure, Decision Strategic Determinants (with Numerical problems).
Dividend Policy – Pay out models, Financial signaling through Dividends, Strategic Determiners of Dividend Policy, Earnings Distribution through Share repurchases. (Numerical Problems).

UNIT-II

Decision Support Models: Modeling for Decision Support, Modeling Process, Marakon Model, Alkan Model, Mckinsey Model. **Working Capital Management:** Working Capital Leverage, Cash Budget Simulation, Discriminate Analysis, Cash Budget Models.

UNIT-III

Corporate Risk Management: Sources of Risk, Approach to Risk Management, Process of Risk Management and Techniques of Risk Management. **Strategic Cost Management:** Value chain analysis, Activity based Costing, Life cycle Costing- Product & project.

UNIT-IV

Divisional Performance: Management Control Systems- A Framework, Organizational Segmentation for control & reporting, Measurement of Business Performa, Transfer Pricing Mechanism, Firms in Financial Distress,- Factors leading to Bankruptcy, Reorganizational of Distressed Firms, BIFR & its role.

UNIT-V

Valuation of Firms: Methodologies for the Valuation of Firms, Decontrol Cash Flow Approach, Comparatives Firms Approach, Adjusted Book Value Approach, Misconception about Valuation.

Suggested Readings:

1. Bhalla V. K. - Financial Management & Policy
2. Ravi M. Mohan - Financial Management Taxmann, New Delhi.
3. Prasanna Chandra- Financial Management, McGraw Hill, New Delhi.
4. Brigham Financial Management Theory And Practices
5. Home. Wachowiez In Fundamentals Of Mancial Management.
6. Westorn And Brigham Management Finance.
7. Van- Home Financial Management And Policy
8. I M Panday Financial Management.



MBA(Part Time)-VI Semester **INTERNATIONAL MARKETING** **PAPER CODE: MBA-PTE-M-64**

Objective: The purpose of this paper is to enable the students learn nature, scope and structure of International Business, and understand the influence of various environmental factors on international business operations.

UNIT-I

Introduction to International Marketing, Nature, scope and different complexities of International Marketing, International Marketing Environment, Basis of International Trade, India and World Trade.

UNIT-II

Balance of Trade, Balance of Payments and Instruments of Trade Policy, Devaluation, Revaluation, Appreciation & Depreciation, Export documents and procedure.

UNIT-III

Concept of Free Trade and Regional Economic Groupings, Basis of International Trade, India and World Trade. Selection of Global Markets, Segmentation and Positioning, Product Planning, International PLC, Developing international Pricing Policies and Strategies for Export.

UNIT-IV

Market Entry and overseas distribution system, Overseas Market Research, Marketing Plan for Exports Multinationals and their role in International Marketing.

UNIT-V

Management of Risks in international marketing, Instruments of Financial Transactions in international marketing, New Techniques (Joint Ventures, Sub Contracting & BOP) in international marketing.

Suggested Readings:

1. Varshney and Bhattacharya : International Marketing management.
2. Philip B. Cateora nad John M. Hess : International Marketing.
3. Alexender C. Stanley : Handbook of International Marketing.
4. John Fayerweather : International Marketing
5. David Carson : International Marketing
6. Philip Kotler : Marketing Management



Department of Business Administration

FACULTY OF MANAGEMENT

M.J.P. ROHILKHAND UNIVERSITY, BAREILLY

MBA(Part Time)- VI Semester Sales and Distribution Management *PAPER CODE: MBA-PTE-M-65*

Objective: The objective of this course is to provide an extensive knowledge about sales function as well as the intricacies of the distribution mechanics of goods and service to the students

UNIT-I

Sales Management: concept, nature, objective, importance. Sales executive: role as coordinator, functions. **Sales organization:** purpose, setting up and types.

UNIT-II

Personal Selling: theories, setting objective, analyzing market potential, sales forecasting methods. Sales operation: sales budget sales territories, sales quota. Salesmanship: types of salesman, prospecting, pre approach & approach steps in selling sequence. Sales promotion: sales display, showroom & Exhibition, designing sales promotion campaign.

UNIT-III

Recruiting & selecting sales personnel. Sales training: planning, execution, evaluation. Motivating & compensating sales personnel. Sales meetings & sales contests.

UNIT IV

Distribution channels: emergence, importance, flows, reasons for using middleman, channel members & their characteristics, selecting appropriate channel, factors affecting the choice of channel. Retailing: importance types of retailers & non store retailers, retail management decision, recent trends in retailing. Wholesaling: importance, types of wholesalers, wholesalers marketing decisions.

UNIT-V

Physical distribution: concept, importance, service standards. Location of fixed facilities like plant & warehouses. Modes of transportation, their features. Supply chain management: concept, importance.

Suggested Readings :

- 1.Cundiff, still : Sales management, PHI
- 2.Mc murry&Arnold : how to build a dynamic sales organization , TMH
- 3.Pradhan, Jakate&Mali : Element of Salesmanship and publicity.
4. S.L. Gupta :Sales and Distribution Management
5. Stern : Marketing Channel

MBA(Part Time)-VI Semester

Advertising & Product Management

PAPER CODE: MBA-PTE-M-66

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.

UNIT-I

Advertising,; Legal, Ethical and Social aspects of advertising, types of Advertising & Its evolution, Its growth and its role to facilitate marketing.

UNIT-II

Promotional Mix Role of Advertising in promotion, DAGMAR approaching Advertising budget, establishment and allocation.

UNIT-III

Advertisement copy, Its layout components, Effectiveness Types, Media Planning, Establishing Media objectives, Media strategies, Media mix.

UNIT-IV

Product, Classification of Product, Product Levels, Product Hierarchy, Product Mix. Product Mix decisions, Product Line decision.

UNIT-V

Product Research - Importance, tools and analysis, Product Development & Product Testing, Product Launch Decisions.

Suggested Readings:

1. Aaker, David A. etc., Advertising Management, 4th edition , PHI, 1985
2. Belch, George E. and Belch, Michael A.; Advertising and promotion, Tata McGraw Hill, New Delhi
3. Ogilvy David, Ogilvy on Advertising, London, Longman.
4. Chunawalla, S.A., Advertising, Sales and Promotion Management, Himalaya Publishing House, Mumbai.
5. Mohan, Manendra; Advertising Management, Tata McGraw Hill, New Delhi
6. Product Management: Ramanujam
7. Product Management: Chunawalla
8. Product Management: Lehmann DR; Russel S Winner

MBA(Part Time)-VI Semester

Management of Industrial Relations

PAPER CODE: MBA-PTE-H-74

Objective: Organizational efficiency and performance are interlinked with industrial relations. This course is an attempt to appreciate the conceptual and practical aspects of industrial relations.

UNIT-I

Industrial relations: Meaning, Factors, Scope, Objectives, and Principles, models of IR:- Unitary approach, Pluralistic approach, Dunlop's and Marxist perspectives of IR. Parties to industrial relations. Requirements of successful industrial relations. Industrial Relations policy in India.

UNIT-II

Trade Unionism : Meaning , Characteristics , Objectives , Functions , Advantages, Disadvantages, Methods used to achieve its objectives, Types. Central Organizations of Indian Trade unions: INTUC, AITUC, HMS, UTUC. Problems of Indian Trade Unions. Trade Union Act 1926 (main provisions).

UNIT-III

Workers' Participation in Management: Meaning, Scope , Objectives, levels of participation, Conditions for the success of participation, Forms of Workers' participation in management in India: Works committee , Joint Management Council , scheme of workers' participation on Board of Directors , Shop councils and Plant council, Workers' participation in share capital .

UNIT-IV

Collective Bargaining and Negotiation: Introduction, Collective Bargaining, Phases of Collective Bargaining and Negotiation, Collective Bargaining Advantages, Pre-requisites for the success of collective bargaining , importance , Collective bargaining in India. Negotiation.

UNIT-V

Industrial Conflict and Disputes Resolution: Industrial dispute: Meaning, classes, causes, consequences. Prevention and Settlement of industrial disputes. Industrial Disputes Act, 1947. Industrial Employments (Standing Orders) Act, 1946. Disciplinary Action /Domestic Enquire. Dynamics of conflict and collaboration; Trends in industrial conflict; Nature, causes and types of industrial disputes-handling interest and rights disputes.

Suggested Readings:

1. C.B. Mamoria , S. Mamoria: Dynamics of Industrial Relations in India
2. B.R. Virmani: Participative Management v/s Collective Bargaining
3. G. Sinha & P.R. Sinha: Industrial Relations and Labour Legislation
4. Arun Monappa: Industrial Relations in India
5. O.P. Aggarwal: Conditions of Employment and Disciplinary Action Workmen in industrial and Commercial Establishments and shops
6. Aswathappa: Human Resource Management, TMH

MBA(Part Time)-VI Semester

Compensation Management

PAPER CODE: MBA-PTE-H-75

Objective: The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations and to impact skills in designing and analyzing and restructuring reward management systems, policies and strategies.

UNIT-I

Introduction to Compensation: Meaning of wage , Minimum wage , Fair wage , Living wage , Money wage, Real wage, Take home pay , Difference between wage and pay . Compensation Defined, Goals of Compensation System, Compensation Strategy, Monetary & Non-Monetary Rewards, Intrinsic Rewards Cafeteria Style Compensation, Fringe Benefits and Supplementary Compensation,, Incentive Plans.

UNIT-II

Compensation for Workers: Wage Theories, Wage Structure- Basic Wage, DA, Overtime. Concept of Bonus , Profit Sharing, Evolution of Modern Day Labor Force ESOP's, EVA Reward Management in TNC's, Discrimination in Labor Market(Wage differentials), Quality in Labor Market.

UNIT-III

Compensation for Chief Executives and Other Employees: **Guidelines of Companies Act** Relating to CEO Compensation. Different Components of Compensation Package.

UNIT-IV

“Job Evaluation” Job Description and Job Specification: Job Analysis & Its Process, Methods of Job Evaluation, Internal and External Equity in Reward Management, Role of Wage Board & Pay Commissions, International Compensation, Knowledge Based Compensation, Team Compensation, Competency Based Compensation.

UNIT-V

Major provisions of the following Acts: The Payment of **Wages Act** 1936; **The Minimum Wages Act**, 1948; The Workmen's Compensation Act, 1923; The **Payment of Bonus Act**, 1965. **Equal remuneration Act** 1976.

Suggested Readings :

1. Henderson, Richard I. (2004). Compensation Management: Rewarding Performance. Prentice Hall of India Pvt. Ltd.
2. Bergmann & Thomas, J. (2003). Compensation Decision Making. Harcourt College Publications.
3. Micton, R. (2002). Handbook of Wage and Salary Administration. London.
4. Venkatratnam, C.S. (2002). Rethinking Rewards and Incentive Management. Excel Books.
5. M. Sarma Understanding wage System
6. B.P. Tygi Labour Economics and Social Welfare
7. K.N. Subramaniam Wages in India
8. A.I. Fonseca Wage Issues in a Developing Economy : An Indian Experience

MBA(Part Time)-VI Semester

Cross Cultural and Global HRM

PAPER CODE: MBA-PTE-H-76

Objective: The course is designed to promote understanding of issues related to the Cross cultural and global HRM, global business strategies, global HR ethics, incentive management system, global HR environment, global Compensation management and global performance system. Global exit and retrenchment system, merger and acquisition

UNIT-I

Strategic HRM in the context to Global Scenario– Global Business strategy – Managing HR for Competitive Advantage –Societal Culture – Impact of Societal Culture in managers – Managers Behaviour and employment relations – Relation between societal culture and organizational culture – Cross Cultural Management – communication across culture – different types of organization – Learning and stakeholder in org – Cross cultural effect on various functions of HRM (Motivation – leadership- Teams).

UNIT-II

Global HR Orientation along with knowledge of Global Business Model –Strategy – process of Industry Global HR ethics – values – principles – policies and processes in view of MNC and Fortune 500 Companies Global compensation computation practice along with productivity and performance management.

UNIT-III

Global Incentives Management System– Short term- long term systems– Six Sigma process improvement in accordance with ISO standards processes and procedures.

UNIT-IV

Cross Cultural Management – including communication (Language) – Lifestyle – Climatic and Environmental changes – Global Socio cultural factors – customs and traditions including personal – psychological and Individual determinants.

UNIT-V

Global HR Environment and strategizing the entire Global process – Global Reward and compensation Management – Global Training and Development Strategies – Global Performance Management system– Global Exit and Retrenchment Strategies. Mergers and Acquisitions – Implications of HR at Global level.

Suggested Readings:

1. Global HR – DoonaDeeprise
2. International Business and Globalisation – John D. Daniels, Jeffrey A. Krug
3. Executive Skills for Global Managers –Upinder Dhar and S. Ravishankar
4. Global Business – Avadhani – Himalaya Publication