

Department of Business Management
VBS Purvanchal University, Jaunpur – 222001 (U.P.)

Department of Business Management
VBS Purvanchal University, Jaunpur

SYLLABUS
Batch 2015-16onwards

Semester - III

MBA

Syllabus_MBA/MBA (Agri-Business)/MBA (E-Commerce) – III Semester (Batch 2015-16 onwards)

MGT 301: STRATEGIC MANAGEMENT

1. Introduction to strategy, Business Policy and Strategic Management, Strategic Management Process, Strategic Decision Making, Role of board of directors, CEOs and Top management in the strategic management, An introduction to corporate governance, Mission and objectives.
2. Constituents of External Environment and their impact, Environmental analysis steps, Assessment of opportunities & threats, Competition analysis, Preparation of ETOP.
Internal corporate analysis, Determination & measurement of strengths & weaknesses, Models to analyse strength & weakness,
3. Formulation of strategy, Tows Matrix, Grand strategies, Growth, Stability, Retrenchment & Combination strategy, Genetic competitive strategies.
Portfolio Analysis, BCG Model, GE-Nine Cell Model, Corporate parenting.
4. Strategy Implementation Process, Interrelationship between strategy formulation & Implementation, Organizing for effective Implementation, Leadership Implementation, Behavioral Issues in strategy Implementation.
5. Functional strategy: Marketing, Operations, Finance, Recent R & D & HR strategies, Resent Issues in strategic Management: Diversification, Integration, Mergers and Acquisitions (M & A), RE-engineering and Restructuring.

References:

1. *William Glueck: Business Policy & Strategic Management, McGraw Hill.*
2. *Ansaff H. Iger, Corporate Strategy: An Analytical approach to Business Policy for Growth & Expansion, McGraw Hill.*
3. *Azhar Kazmi, Business Policy, McGraw Hill.*
4. *Porter M.E., Competitive Advantage, The Freepress New York.*
5. *Steiner G.A., J.B. Mier, E.R. Gray, Management Policy & Strategy, McMillan, London.*

Syllabus_MBA/MBA (Agri-Business) – III Semester (Batch 2015-16 onwards)

MGT 302: ENTREPRENEURIAL DEVELOPMENT AND SSI

1. **Introduction:** Meaning, concept of entrepreneur, entrepreneur types, traits and functions, Role of entrepreneurs in the economic growth.
2. **Entrepreneurship:** Concept, nature and characteristics, phases of entrepreneurship development, factors affecting entrepreneurship in economic growth.
Competing theories of entrepreneurship, Drucker, Schumpeter & Walker's view of entrepreneur, Economic, sociological & psychological theories of entrepreneurial origin, entrepreneurs Vs. Managers, entrepreneurs Vs. Entrepreneurship.
3. **Establishing Entrepreneurial system:** Search for business idea, sources of ideas, idea processing & input requirements, preparation of feasibility report, legal formalities & documentation.
4. **Entrepreneurial Development Programme in India:** History, Objectives, Support, Stages of Performances, Planning and EDP: Objectives, Target group, Selection of centre, Pre-training work, Govt. Policy towards SSIs.
5. **Institutional set up assisting entrepreneurship:** DIC and Industrial estate, NSIC, NPC, STEP & commercial banks, Women Entrepreneurship, Rural Entrepreneurship, Intrapreneurs.

References:

1. *Entrepreneurial Development in India*, Gupta and Srinivasan, Sultan Chand, New Delhi.
2. *Small Scale Industries and Entrepreneurship*, Desai, V., Himalaya, New Delhi.
3. *Innovation and Entrepreneurship*, Drucker, Henimann, London.
4. *Motivating Economic Achievement*, McClelland, DC & winter, Freepress, New York.

Syllabus_MBA/MBA (E-Commerce) – III Semester (Batch 2015-16 onwards)

MGT 303: OPERATIONS RESEARCH

1. **Introduction:** Meaning, features, nature and scope of Operations Research, Historical development of OR, Limitations of OR.
Linear Programming Problems: General Statement of LP Problem, Assumptions underlying Linear Programming, Formulation of Linear Programming Problems.

2. **Solution to Linear Programming Problems:** Graphic Method; Simplex method: Conditions for application of simplex method, solution to maximization and minimization problem, Big M method, Duality in LP & sensitivity analysis.

3. **Transportation Problems:** Solution to the Transportation Problem, Unbalanced Transportation Problem, Degeneracy,
Assignment Problems: Assignment Problems and their solutions, Unbalanced Assignment Problem, Traveling salesman problem.

4. **Queuing Theory:** General structure of Queuing system, Operating characteristics of a queuing system, deterministic queuing model, Probabilistic Queuing model: Poisson exponential, Single server model-infinite population model only.
Theory of Games: Two person Zero sum game, Solution of $2 \times n$ and $m \times 2$ games with their applications.

5. **PERT & CPM:** Problems and Solutions.
Simulation: Process of simulation, Monte Carlo simulation, Application of simulation, Advantages and disadvantages of simulation..

References:

1. Sharma, J.K., *Fundamentals of Operations Research*, McMillan, New Delhi.
2. N.D. Vohra, *Quantitative techniques*.
3. Kanti Swaup, *Operations Research*.

MGT 304 A: CONSUMER BEHAVIOUR AND MARKETING RESEARCH

1. Introduction to consumer behaviour: Definition, importance, applications, consumer buying process, stages of buying process, participants in the buying process, Consumer Research: Concept, Importance, Process and Design. Market Segmentation: Concept, Definition, Importance, bases for market segmentation.
2. Different Determination of CB: Personality, Attitude, Motivation, Perception, and Learning with their applications in the study of CB; Family and Lifestyle; Social class and consumer behaviour.
3. Consumer Decision-Making process: Models of consumer behaviour: Howard Sheth Model, Engel Blackwell,. Family decision-making model.
4. Introduction to Marketing Research: Marketing Research Process; Different Research Designs, Data Types, Sampling Methods and Procedure; Data collection and Compilation.
5. Data analysis and Report Writing, Application of Marketing Research.

References:

1. Schiffman Leon, Kanuk Lestie Lagae, *Consumer Behaviour, Fifth Ed. (1996), PHI.*
2. London Dovidh, Della Bitta Albert J, *Consumer Behaviour, Fourth Ed. (1993), Mc Graw Hill International.*
3. Nair Srya R, *Consumer Behaviour, First Ed (1999), Himalaya Publishing.*
4. Lal AB, Jam MK, *Consumer Behaviour, First Ed. (1994), Shree Publication.*
5. Gupta SL, Pal Sumitra, *Consumer Behaviour, First Ed. (2001), Sultan Chand & Sons.*
6. Assael H. *Consumer Behaviour and Marketing (1995), Ohio South Western*
7. Hawkins D I et al, *Consumer Behaviour Implications for marketing strategy (1995) Fexas Business.*

Syllabus_MBA – III Semester (Batch 2015-16 onwards)

MGT 304 B: SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

1. Concept, nature, scope and objectives of security analysis; Investment Vs. Speculation; Effective investment program; Primary market (new issues market), Secondary market, Operations of Indian capital market; Listing of Securities; Mechanics of Investing.
2. Market Brokers; Market Indices; Security Credit Ratings; Valuation of securities: Bond analysis, bond valuation, risk immunization; Common stock analysis-Equity valuation.
3. Risk & Return Analysis; Government Securities; Non-Security Forms of Investment; Security Analysis: Fundamental & Technical Approach, Efficient Market Theory.
4. Portfolio Management, Portfolio Selection & its models, Markovitz model, Capital Asset Pricing Model (CAPM), Arbitrage Pricing theory
5. The relationship between the unleveraged & leveraged Portfolio, Application of market model in portfolio construction, Constructing Efficient Frontier, Investment Timing and Portfolio Performance Evaluation.

References:

1. *Fisher & Jordan, Security Analysis & Portfolio Management.*
2. *Avadhani, V.A., Investment and Security Market in India.*
3. *Bhalla, V.K. & Tuteja, S.K., Investment Management*
4. *Singh Preeti, Investment Management*

Syllabus_MBA – III Semester (Batch 2015-16 onwards)

MGT 304 C: MANAGEMENT OF INDUSTRIAL RELATIONS

1. Introduction, meaning, concept and nature of IR, Components of IR system. IR and emerging socio economic scenario.
2. Trade Unionism: concept, objectives and functions of trade unions. Emergence of trade union in India. Problems of trade unions.
3. Industrial Conflict: Disputes- meaning, nature, & types. Types of strikes & lockouts. IR machinery: code of discipline, standing orders, preventive machinery, settlement machinery, conciliation, court of enquiry, voluntary arbitration, adjudication.
4. Collective Bargaining – concept, importance & principles of collective bargaining. Forms process & prerequisites of collective bargaining. Emerging Trends in CB. Employee participation, concept, forms & levels of participation.
5. Employee Empowerment & quality management. Industrial Relations & Technological Change. Industrial Relations & Globalization, Trade union strategies liberalization & Technological change. Labour Flexibility & Gain Sharing.

References:

1. *Dynamics of IR in India, Mamoria & Mamoria, Himalaya N. Delhi.*
2. *Labor Intertution & economic development in India TS & Rodgers, GILO, Geneva.*
3. *Participative management Vs collective bargaining, Virmani B.R. vision scoks, longman, Melbourne.*
4. *Industrial Relations, Conceptual & Legal framework, A.M. Sharma, Himalaya, N. Delhi.*
5. *Industrial Relations, T.N. Chhabra , Dhanpatrai, Delhi.*
6. *Dynamics of Personnel Administration, Rudrasavaraj, Himalaya N. Delhi.*

Syllabus_MBA – III Semester (Batch 2015-16 onwards)

MGT 305 A: INTERNATIONAL MARKETING

1. International Marketing: Introduction, Definition & Nature, Difference between domestic & international marketing, Recent trends in India's Export Trade, International marketing decision, Modes of entry in international business.
2. International marketing environment: Constituents, Issues & Challenges. International institutions: World Bank, IMF, UNCTAD, WTO, Regional grouping, FTA, Common markets, Custom unions and economic union.
3. Constraints in international marketing: Fiscal & non-fiscal barriers, Non-tariff barriers, Import and Export Policy, Bilateral Trade Agreements, Export Promotion Councils, ECGC, Public sector trading agencies.
4. International marketing mix: Product decisions & international product life cycle, Pricing decisions, distribution channel decisions, promotional measures.
5. Export documentation and procedures, registration of exporters, export quotations, negotiations of document, bill of lading, bill of exchange, letter of credit. Shipping and transportation of Goods, Insurance of Goods.

References:

1. *Bhattacharya, B., Export Marketing: Strategies for Success.*
2. *Keegan, Warren, Global Marketing management, PHI.*
3. *OnKvisit, Sak and Shaw, J.J., International Marketing Analysis and Strategy, PHI.*
4. *Francis Cherunilam, International Marketing.*
5. *Varshneya, R.L., International Marketing.*

Syllabus_MBA – III Semester (Batch 2015-16 onwards)

MGT 305 B: CORPORATE TAXATION

1. Basic Concepts of Income-tax; Residential status of company; Computation of income of a company; Computation of tax liability of a company; Set-off and carry-forward of losses, Deductions and exemptions in additional tax on undistributed profit.
2. Meaning and Scope of tax planning; Location of undertaking, Types of activity, Ownership pattern; Tax planning regarding dividend policy, issue of bonus shares, inter- corporate dividends & transfers.
3. Tax planning relating to Amalgamation and Merger of companies, Treatment of losses and unabsorbed items, foreign collaborations and incidence of tax.
4. Tax planning in respect of managerial remuneration, foreign collaborations and joint ventures, Implications of avoidance of double taxation relief agreements.
5. Tax considerations in respect of specific managerial decisions like Make or Buy, Own or Lease, Close or Continue, Sale in domestic markets or Export, Replacements and Capital budgeting decisions etc.

References:

1. *Lakhotia, R.N. and Lakhotia, Corporate Tax Planning.*
2. *Prasad, Bhagwati, Law and Practice of Tax in India.*
3. *Raina, H.P., Corporate Taxation.*
4. *Srinivas, E.A., Handbook of Corporate Tax Planning.*

Syllabus_MBA – III Semester (Batch 2015-16 onwards)

MGT 305 C: LEGAL FRAMEWORK FOR HRM

1. Emergence and objectives of labour laws and their socio-economic environment, Industrial relations laws- laws relating to industrial dispute.
2. Trade unions and Standing orders, laws relating to discharge, Misconduct, Domestic enquiry, Disciplinary action.
3. Socio-security laws - laws relating to Workmen's compensation, Employees state insurance, Provident fund, Gratuity and Maternity relief.
4. Wages and Bonus laws – the law of Minimum wages, Payment of bonus, laws relating to working conditions – the laws relating to functions.
5. Establishment and contract labour, interpretations of labour laws, their working and implications for management, union, workmen, the economy and the industry.

References:

1. Ghaiye, B.R., *Law and Procedure of Departmental Enquiry in Private and public Sector*, Eastern Law Co., Lucknow, 1994.
2. Malik, P.L., *Handbook of Industrial Law*, Eastern Book, Lucknow, 1995.
3. Malhotra, O.P., *The Law of Industrial Disputes, Vol. I & II*, Bombay, N.M. Tripathi, 1985.
4. Srivastava, S.C., *Industrial Relations and Labour Law*, New Delhi, Vikas, 1994.
5. Seth, D.D., *Industrial Dispute Act, 1947, Vol.- I & II*, Bombay, N.M. Tripathi, 1995.
6. Saini, Debi S., *Labour Judiciary, Adjudication and Industrial Justice*, New Delhi, Oxford, 1995.

Syllabus_MBA – III Semester (Batch 2015-16 onwards)

MGT 306 A: ADVERTISING & SALES MANAGEMENT

1. Introduction (concept, nature and scope, objectives & importance) to Advertising & its role in marketing process, ethics & social issue in advertising.
2. Advertising planning & decision-making: Advertising goals & objectives, Advertising message and communication process,
3. Advertising Budget decision, media decisions, media factors, media class, media vehicles, media options scheduling & timing. Evaluating advertising effectiveness.
4. Sales Management: Meaning scope, importance, objectives, role of sales management in marketing program, Characteristic and functions of a successful sales executive, AIDAS theory of selling, types of personal selling, selling process, sales organization: purposes and types.
5. Sales meetings, Sales contests, Sales quotas, Sales budget, purpose, budgetary procedure, Sales audit, Sales analysis,

References:

1. *Advertising Management, Aaker, David, PHI, Delhi.*
2. *Introduction to Advertising & Promotion, Belch, George E & Belch, Irwin, Chicago.*
3. *Ogilvy on Advertising, Ogilvy, David Longman, London*
4. *Advertising Management, concept & cases, M. Mohan, Tata McGraw Hill, Delhi.*
5. *Anderson R, Professional Sales Management, Englewood Cliffs, New Jersey, PHI, 1999*
6. *Dalrymple D.J., Sales Management-Concept and Cases, New York, John Wiley, 1989*
7. *Still R.R., Cundiff EW etc Sales Management, New Jersey, Englewood Cliffs, New Jersey, PHI, 1988*

MGT 306 B: INTERNATIONAL FINANCIAL MANAGEMENT

1. Multinational Finance Management: Evolution of the International monetary & Financial System, Nature and Scope of IFM, Factors leading to fast strides in international financial management.
2. Role of International financial markets, features, role of IMF and World Bank, Nature of Foreign Exchange Market, Currency Futures & Options. SWAP Market.
3. Foreign Exchange Risk Management- Exchange Rate Risk assessment & techniques of covering Risk, Interest Rate Risk Management- Measures, Foreign Risk Exposure- Concept, types of exposure & exposure Management techniques.
4. International investment and Foreign Operation: benefits foreign investment, financing foreign operations including international projects.
5. Short term international finance: International dimensions of cash management, management of receivables and inventory.

References:

1. *Abdullah, F.A.: Finance Management for the multinational firm, Englewood cliffs, N.Jersey Prentice Hall Inc.1987*
2. *Mauris D.Levi, International Finance, TMH, N. Delhi.*
3. *V.A.Avadhani, International Finance, Theory & Practice, Himalaya, N. Delhi*
4. *P.G.Apte: International Finance Management, TMH, N. Delhi*
5. *V.K.Bhalla: IFM, Anmol Publications, N. Delhi*
6. *Jain et,al: IMF, Macmillan, N. Delhi*
7. *Varshney: IMF, Sultan Chand, N. Delhi*
8. *Shapiro, Alan C: Multinational Financial Management, N. Delhi, PHI, 1995*

MGT 306 C: MANAGEMENT TRAINING AND DEVELOPMENT

1. Introduction, Need, Objectives and overviews of training & development, Training Processes.

2. Training, Role, Responsibilities & challenges to training managers, Organization & Management of Training function, training needs assessment.

3. Learning process, training climate and pedagogy, development training modules.

4. Training methods & techniques, facilities planning and training aids.

5. Training communication, training evaluation, training and development in India.

References:

1. *Beunet, Roger Ed., Improving Training Effectiveness, Aldershot, Gower, 1988.*
2. *Buckley, R. & Caple, Jim, The Theory & Practice of training, London, Kogan & Page, 1995.*
3. *Lynton, R. Pareek, U., Training for Development, 2nd ed., New Delhi, Vstaar, 1990.*
4. *Pepper, Allan, D., Managing the training & Development Function, Aldershot, Gower, 1984.*
5. *Roe, L., How to Measure Training Effectiveness, Aldershot, Gower, 1986.*
6. *Reid, M.A., etc., Training Interventions: Managing Employee Development, 3rd ed. London, IPM, 1992.*
7. *Senge, P., The Fifth Discipline: The Art and Practice of the Learning Organization, London, Century, 1992.*

Syllabus_MBA/MBA (Agri-Business)/MBA (E-Commerce) – IV Semester (Batch 2015-16 onwards)

MGT 307: SUMMER TRAINING REPORT/PRESENTATION

The students shall be required to undergo practical training/Project work for a period of 6 to 8 weeks in any organization connected with Industry/ Trade/ Commerce/ Business approved by the department of the University. The student will submit a training report, which shall be evaluated by experts.

Syllabus_MBA – III Semester (Batch 2015-16 onwards)

MGT 308: CASE TEST

8-10 Case studies are to be discussed on general management. The selection of the cases would be done by the concerned faculty members.

The examination would be of two-hour duration. One Case-Study would be provided to the students which may or may not be from the list of the cases already discussed in the class. The students would be required to answer the questions asked on the basis of supplied case. The test would be for 50 marks.