

# **SAMRAT ASHOK TECHNOLOGICAL INSTITUTE**

Vidisha, Madhya Pradesh.

**(Grant in Aid, an Autonomous Institute)**



## **Syllabus & Scheme**

**For**

## **Master of Business Administration**

**(Full Time Autonomous Course)**

**Affiliated to**

**Barkatullah Vishwavidyalaya, Bhopal**

w.e.f. from Academic year 2025-2026

**Department of Management Studies**

**SAMRAT ASHOK TECHNOLOGICAL INSTITUTE**  
**Department of Management Studies**

**Master of Business Administration (MBA)**

**2 Years Degree Program**

w.e.f. from Academic year 2025-2026

**PROPOSED M.B.A. (FULL-TIME) COURSE CURRICULUM**

**FIRST YEAR**  
***SEMESTER I***

Sr	Code	Subject	Credit	Marks
1.	CP – 101	Management Concepts & Practices	3	100
2.	CP – 102	Quantitative Methods	3	100
3.	CP – 103	Managerial Economics	3	100
4.	CP – 104	Research Methodology	2	100
5.	CP – 105	Communication Skills	2	100
6.	CP – 106	Accounting For Manager	3	100
7.	CP – 107	Organization Behavior	3	100
8.	CP – 108	Production & Operations Management	3	100
<b>Total Marks</b>			<b>22</b>	<b>800</b>

**SECOND YEAR**  
***SEMESTER III***

Sr	Code	Subject	Credit	Marks
17.	CP – 301	Business Policy & Strategic Management	4	100
18.	CP – 302	Entrepreneurship development and management	4	100
19.		Specialisation -1, Paper – I	4	100
20.		Specialisation -1, Paper – II	4	100
21.		Specialisation -2, Paper – I	4	100
22.		Specialisation -2, Paper – II	4	100
<b>Total Marks</b>			<b>24</b>	<b>600</b>

***SEMESTER II***

Sr	Code	Subject	Credit	Marks
9.	CP – 201	International Business Environment	4	100
10	CP – 202	Management Science	4	100
11	CP – 203	Human Resource Management	4	100
12	CP – 204	Financial Management	4	100
13	CP – 205	Marketing Management	4	100
14	CP – 206	Project Management	4	100
15	CP – 207	IT and E-commerce	4	100
16	CP – 208	Minor Project on Contemporary Issues in Management	4	100
<b>Total Marks</b>			<b>32</b>	<b>800</b>

***SEMESTER IV***

Sr	Code	Subject	Credit	Marks
23.	CP – 401	Corporate Governance	4	100
24.	CP – 402	Business Legislation	4	100
25.	CP – 403	Comprehensive Viva-Voce	6	100
26.		Specialisation -1, Paper – III	4	100
27.		Specialisation -1, Paper – IV	4	100
28.		Specialisation -2, Paper – III	4	100
29.		Specialisation -2, Paper – IV	4	100
<b>Total Marks</b>			<b>30</b>	<b>700</b>
<b>Total Marks</b>			<b>108</b>	<b>2900</b>

**DISTRIBUTION OF MARKS**

	Sem 1	Sem 2	Sem 3	Sem 4	Total
Marks	800	800	600	600	2900
Credits	22	32	24	30	108

**SAMRAT ASHOK TECHNOLOGICAL INSTITUTE**  
Department of Management Studies

Master of Business Administration (MBA)

**PROPOSED M.B.A. (FULL-TIME) COURSE CURRICULUM**

**List of Specializations Papers w.e.f. Session 2025-2026**

Students are required to study all core papers and opt any two -specialization area in MBA Semester III & Semester IV.

**SPECIALISATIONS**

	MBA year II
	<b>MARKETING SPECIALISATION</b>
Course Code	Course Title
	Semester –III
FSM – 1	Consumer Behavior
FSM – 2	Integrated Marketing Communication
	<b>SEMESTER IV</b>
FSM – 3	Sales & Distribution Management
FSM – 4	International Marketing

	MBA year II
	<b>FINANCE SPECIALISATION</b>
Course Code	Course Title
	Semester –III
FSF – 1	Investment Analysis and Portfolio Management
FSF – 2	International Financial Management
	<b>SEMESTER IV</b>
FSF – 3	Management of Financial Services
FSF – 4	Corporate Finance

**Department of Management Studies**

Master of Business Administration (MBA)

**List of Specialisations Papers w.e.f. Session 2025-2026**

<b>MBA year II</b>	
<b>HRM SPECIALISATION</b>	
<b>Course Code</b>	<b>Course Title</b>
<b>Semester –III</b>	
FSO – 1	Management of Industrial Relations
FSO – 2	Management Training and Development
<b>SEMESTER IV</b>	
FSO – 3	Human Resource Planning & Development
FSO – 4	Compensation Management

<b>MBA year II</b>	
<b>Banking &amp; Financial Management SPECIALISATION</b>	
<b>Course Code</b>	<b>Course Title</b>
<b>Semester –III</b>	
FSB – 1	Management of banking and insurance institutions
FSB – 2	Financial planning and wealth management
<b>SEMESTER IV</b>	
FSB– 3	Financial institutions and market
FSB – 4	Financial risk management

<b>MBA year II</b>	
<b>Retail Management SPECIALISATION</b>	
<b>Course Code</b>	<b>Course Title</b>
<b>Semester –III</b>	
FSR – 1	Retail Concepts and Practices.
FSR – 2	Marketing Concepts in Retail Management.
<b>SEMESTER IV</b>	
FSR– 3	Retail Strategies and Operations.
FSR – 4	Retail merchandising and supply chain management



**SAMRAT ASHOK TECHNOLOGICAL INSTITUTE**  
**Department of Management Studies**

**Master of Business Administration (MBA)**

2 Years Degree Program

**Scheme of Examination**

w.e.f. Session 2025-2026

**DISTRIBUTION OF MARKS**

	Sem 1	Sem 2	Sem 3	Sem 4	Total
Marks	800	800	600	600	2900
Credits	22	32	24	30	108

**Each paper of all four semester carry 100 marks-** (Internal 20, External 80) = 100 Marks

***EXTERNAL EVALUATION IN EACH PAPER OF 80 MARKS***

Sec. A: Short Answers type questions. Attempt one questions from each unit. 5x6 marks = 30 Marks.

Sec. B: Essay type questions. Attempt one questions from each unit. 5x10 marks = 50 Marks.

***INTERNAL EVALUATION IN EACH PAPER OF 20 MARKS***

Mid Term Test -50%

Assignment-25%

Class Performance – 25%

**Evaluation For the paper CP 208 MINOR PROJECT of Second Semester: -**

At the end of semester all the students will present the written report of given topic. Panel of Internal experts appointed by the Institute will evaluate them on the basis of write up, and presentation.

This will be evaluated for 100 marks. (Minor project report = 50 marks, Presentation = 50 marks)

**Evaluation For the paper CP 403 Comprehensive Viva Voce of Fourth Semester**

All students are advised to undergo an internship lasting 4 to 6 weeks with an industrial, business, service, financial, or government organization, internship can be either offline or online. Additionally, online certificate courses from reputable organizations such as SWAYAM, AICTE, UGC, NPTEL, IIMB, IGNOU, NITTTR, NSE etc. having evaluation process for their certification are encouraged, and students will submit the certificate along with a write-up / project report before the prescribed deadline.

The Comprehensive Viva will be conducted at the end of the fourth semester by the external examiners.

This will be evaluated for 100 marks.

# **SAMRAT ASHOK TECHNOLOGICAL INSTITUTE**

Vidisha, Madhya Pradesh.

**(Grant in Aid, an Autonomous Institute)**



## **COURSE CURRICULUM**

**For**

### **Master of Business Administration**

**(Full Time Autonomous Course)**

**Affiliated to**

**Barkatullah Vishwavidyalaya, Bhopal**

**SEMESTER – FIRST**

**SESSION 2025-26**

w.e.f. from Academic year 2025-2026

**Department of Management Studies**



## MANAGEMENT CONCEPTS AND PRACTICES

Course code :CP101

Max. Marks :80

Credits : 3

Min. Pass Marks :32

### Course Objectives:

1. To help the students gain understanding of the functions and responsibilities of managers.
2. To provide them tools and techniques to be used in the performance of the managerial job.
3. To enable them to analyze and understand the environment of the organization.
4. To help the students to develop cognizance of the importance of management principles.

### Courses Content

- Unit I** Management, Objectives, Overview, Process Functions, Skills and Roles, Nature and Significance of Management and Society (Environment)
- Unit II** Evolution of Management Thought-Taylor, Fayol, Etton Mayo, PC Bernard, Likert and Webber , Contingency & System Approach (Theories of Management): Recent Trends and Future Challenges of Management.
- Unit III** Planning- Concept, Importance, Types and Process, Strategic Management Overview and Process: MBO, Decision Making-Concept, Process, Types, Techniques and Importance.
- Unit IV** Organizing- Principles, Structure, Process, Importance, Organizational Design, Departmentation, Span of Control Delegation, Decentralization Staffing - Meaning, Scope, Features: Steps and Process.
- Unit V** Directing and Controlling – Motivation, Morale and Productivity Leadership, Controlling-Nature, Process and Techniques, Coordination.

### Course Outcome(s)

At the end of the course the students should be able to:

- CO1** **Define**<sup>1</sup>management theories and concepts in practice and describe management evolution and how it will affect future managers.
- CO2** **Demonstrate**<sup>2</sup> the roles, skills and functions of management.
- CO3** **Utilize**<sup>3</sup> the knowledge to diagnose and solve organizational problems and develop optimal managerial decisions.
- CO4** **Illustrate**<sup>3</sup>the functions of management in context to business organizations.
- CO5** **Interpret**<sup>2</sup> social responsibility and ethics ideologies to create sustainable organization.

### Suggested Readings:

1. Koontz O Donnel: Principles of Mgt.
2. Stoner J Management, New Delhi Prentice hall of India
3. Rao and Krishna: Management Text and Cases, Excel Books
4. L. M. Prasad- Principles and Practices of Management, Sulatn Chand & Sons

# QUANTITATIVE METHODS

**COURSE NO. CP: 102**  
**Credits : 3**

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

## **COURSE OBJECTIVES:**

1. The objective of the course is to make the students familiar with some basic statistical and Probability.
2. The main focus, however, is in their applications in business decision making.
3. To enhance the analytical capability of students by using concepts of mathematics and statistics which help in business decision making.
4. Create understanding of mathematical and statistical tools which aid in strategic as well as tactical managerial decision making.

## **COURSE CONTENTS:**

**Unit – I** Statistical basis of managerial decision: Frequency distribution and graphic representation of frequency distribution, Measures of Central Tendency – Mean, Median, Mode, Requisite of ideal measures of Central techniques, Merits, Domestic of Mean, Median Mode and their managerial application.

**Unit – II** Dispersion Measures of dispersion range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of variation, Skewness, Kurtosis.

**Unit – III** Probability Introduction, Basic Terminologies. Probability distribution – Basics of Sampling and requirement of sampling, Binomial distribution, Poisson distribution, Normal distribution and their application in business decision making.

**Unit – IV** Correlation and regression analysis – Karl Pearson’s coefficient of correlation, rank correlation, repeated ranks, spears man’s rank correlation, regression equation, Regression coefficient,.

**Unit – V** Time Series analysis and forecasting - Components of Time Series, Additive and Multiplicative Models, Trend Forecasting by Graphical method, Moving Averages & Least Square methods. Decision making under Uncertainty & Risk. Introduction to Statistical Software’s. Basics of SPSS.

**Course Outcome:** Student will be able to apply statistical tools to support the managerial decision making.

**CO1** Give student a basic understanding on Mathematics and Statistics and their application in Business Decisions.

**CO2** Would be able to formulate a problem, think creatively and properly synthesize information and derive a solution using quantitative methods.

**CO3** Would be trained in analysis of quantitative information and computational skills.

**CO4** Well versed with relevant quantitative tools used in day-to-day business situations.

**CO5** Able to successfully apply learning of mathematics and statistics to build a successful career.

## **SUGGESTED READINGS:**

1. Gupta, S.P. and Gupta M.P. ‘Business Statistics’. New Delhi, Sultan Chand, 1997.
2. Levin Richard I and Rubin David S. ‘Statistics for Management’. New Jersey, Prentice Hall Inc., 2008.
3. Kapoor V.K., ‘Operation Research’ . New Delhi, Sultan Chand. 2013
4. Kiran Pandya and Smruti Bulsari , ‘Spss in Simple Steps’, Dreamtech Press, 2011.

# MANAGERIAL ECONOMICS

**COURSE NO. CP: 103**

Max. Marks (Ext. Exam): 80

**Credits : 3**

Min. Pass Marks : 32

**Course Objectives:**

1. To acquaint the students with concepts and techniques used in Micro- Economic Theory
2. Introduce students to Macro -Economic theories and to enable them to apply this knowledge in business decision making.

**COURSE CONTENTS:**

- Unit – I** Introduction to Managerial Economics - Nature and Scope of Managerial Economics, Application of Economics in Managerial Decision Making, Theories of firm
- Unit – II** Theories of Demand - Meaning of Demand, Law of Demand, Cardinal and Ordinal Approach of Consumer's Equilibrium, Elasticity of Demand, Demand forecasting
- Unit – III** Theories of Production and Cost – Long run and Short run Production functions, Laws of returns to scale, cost curves, break-even analysis; Economies & Diseconomies of Scale
- Unit – IV** Theories of Market Structure – Types of Market structure, Price and output decision under different market structures, price discrimination
- Unit – V** Macro Economics–Concepts of National Income, Measurement of National Income, Money Supply and Monetary Policy, Fiscal Policy, Concept of Inflation, WPI, CPI, Consumption Function.

**Course Outcomes:**

**CO-1 Understand importance of decision making process**

**CO-2 Understand the demand pattern, determinants and can forecast the demand**

**CO-3 Apply theories related to production and cost**

**CO-4 Evaluate various types of markets and their related pricing pattern**

**CO-5 Understand important terms related to macroeconomic scenario**

**Suggested Readings:**

1. Adhikary, M. 'Business Economics', New Delhi Excel books 2000.
2. Chopra, O. P. 'Managerial Economics', New Delhi Tata Mc Graw Hill 1985
3. Damodaran S ' Managerial Economics', Oxford University Press
4. Dwivedi D.N., 'Managerial Economics', Vikas Publication.
5. Varshney R.L. & Maheshwari R.L., 'Managerial Economics'.
6. Koutsoyiannis, A. 'Modern Micro-Economics', New York, Macmillan, 1991

## RESEARCH METHODOLOGY

*COURSE No. CP : 104*

*Max. Marks (Ext. Exam) : 80*

*Credits : 2*

*Min. Pass Marks : 32*

### **Course Objectives:**

1. To help the students gain understanding problems in business for decision making. .
2. To provide them tools and techniques to be used in the managerial job.
3. To enable them to analyze and understand the importance of data and data analysis.
4. To help the students to develop cognizance of the importance of research reports.

### **COURSE CONTENTS:**

- Unit – I Introduction to Research – Nature and scope of research, The research process, research design and implementation.
- Unit – II Data collection – Secondary sources of data, standardized sources of data, Information collection (qualitative and observational method), Methods of data collection.
- Unit – III Designing Questionnaire – Sampling fundamental, probability sampling, non probability sampling, census survey,
- Unit – IV Data Analysis - Processing of Data ( Editing, Coding, Classification, Field Work and Tabulation of Data), concept of hypothesis;
- Unit – V Report Writing and application – Presenting the results, Report writing. Application of research (distribution research, promotion research)

**Course Outcome :** Co1 Explain Research, application and importance of research in business.

Co2 Elaborate the scientific method of research, steps in the research process.

Co3 Elaborate exploratory research design, Descriptive research and experimental research design.

Co4 Illustrate qualities of good hypothesis and concept of hypothesis testing.

Co5 Understand types of data, and collection of data.

Co6 Explain the concept and need of sampling and types of sampling.

Co7 Analysis and Graphic representation of data.

Co8 Able to write research reports.

### **SUGGESTED READINGS :**

- Kumar ,aker and day, Marketing Research- Wiley publication.
- Golden, Biddle, Koren and Karen D. Locke; ‘Composing Qualitative Research’, Sage Pub. 1997.
- Kothari C.R., ‘Research Methodology’, Wishwa Prakashan.
- Dwivedi R.S., ‘Research Methods in Behavioural Sciences’, Macmillan.

## COMMUNICATION SKILLS

**Course No. CP : 105**

**Max. Marks : 80**

**Credits : 2**

**Min. Pass Marks : 32**

### **COURSE OBJECTIVES:**

1: To understand business communication strategies and principles for effective communication in domestic and international business situations. 2: To understand and appropriately apply modes of expression, i.e., descriptive, expository, narrative, scientific, and self-expressive, in written, visual, and oral communication. 3: To develop the ability to research and write a documented paper and/or to give an oral presentation. 4 : To develop the ability to communicate via electronic mail, Internet, and other technologies for presenting business messages.

### **COURSE CONTENTS :**

- UNIT I : Communication : Meaning, nature, importance to managers, communication theories, elements of communication process, importance of feedback, Model of Communication, Barriers to effective communication.
- UNIT II : Types of Communication : Oral, Written & non verbal, Upward, Downward & Lateral: Speeches for different occasions; Interviews; Group Discussion; Conferences; Effective Listening; Grapevine communication.
- UNIT III : Written Communication : Letter Writing; Types of Business Letters; Do's & Don'ts of business letters.
- UNIT IV : Non – verbal Communication : Meaning and importance; Kinesics; Proxemics; Chronemics; Para-language; Artefacts
- UNIT V : Report Writing: Types and structure of reports, Drafting of reports. Strategies to develop effective communication skills – Do's & Don'ts of Public Speaking. Importance of Resume and Covering letter – Writing a Resume, essentials of drafting an effective resume.

### **Course Outcome :**

**CO1.** Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.

**CO2.** Analyse ethical, legal, cultural, and global issues affecting business Communication.

**CO3.** Develop an understanding of appropriate organizational formats and channels used in business communications

**CO4.** Gaining an understanding of emerging electronic modes of communication.

**CO5.** Developing effective verbal and non verbal communication skills.

### **SUGGESTED READINGS :**

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

# ACCOUNTING FOR MANAGERS

**COURSE NO. CP-106**

Max. Marks (Ext. Exam): 80

**Credits : 3**

Min. Pass Marks : 32

## **COURSE OBJECTIVES:**

1. This course will enable the students to combine practice and theoretical knowledge of financial accounting.
2. The students of this course will have the ability to identify and analyze financial accounting problems and opportunities in real life situations.
3. The utilization of financial and accounting information for planning decision-making and control.
4. The students of this course will be active learners and develop awareness of emerging trends in financial accounting.
5. The course will provide decision making skills to the students in the cost and variance analysis context.

## **COURSE CONTENTS:**

- Unit – I** Financial Accounting – Concept, Importance and Scope, Principles of Double Entry, Ledger Accounting, Preparation of Trial Balance.
- Unit – II** Preparation of Financial Statements – Profit and Loss Account and Balance Sheet; Depreciation Accounting.
- Unit – III** Financial Statement analysis – Comparative Statement; Common Size Statements; Ratio analysis, Cash flow and fund flow analysis.
- Unit – IV** Management Accounting – Concept; Needs, Importance; Basic Concept of Budget, Budgetary Control and Zero Base Budgeting.
- Unit – V** Cost Accounting – Records and Processes, Type of Cost, Cost Sheet, Basic Concepts of: Standard Costing and Variance Analysis.

**Course Outcome** Students will be able to apply Accounting principles and techniques in their respective fields. The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting. Decision making skills to the students in the financial analysis context.

**CO1: Define** accounting process and fundamental accounting principles that underpin the development of financial statements.

**CO2: Demonstrate** and combine financial analysis with other information to assess the financial performance and position of a company.

**CO3: Utilize** the knowledge to diagnose and interpret and analyze financial statements.

**CO4: Illustrate** the functions of management accounting in context to business organizations.

**CO5: Interpret** concepts to analyze common business management problems from a financial perspective.

## **SUGGESTED READINGS:**

1. Anthony R n and Reece, J. S. ‘Accounting Principles’, 6<sup>th</sup> ed. Homewood, Illinois Richard D, Irwin, 1995.
2. Bhattacharya S K and Dearden J. ‘Accounting for Management’. Text and Cases. New Delhi, Vikas 1996.
3. Sharma & Gupta, ‘Management Accounting’ Kalyani Publication.
4. Pandey I. M. , ‘Management Accounting’, Vikas Publication.

# ORGANISATIONAL BEHAVIOUR

**Course code: CP 107**

**Credits : 3**

**Max. Marks : 80**

**Min. Pass Marks : 32**

## **OBJECTIVES:**

1. To enhance the understanding of the dynamics of interactions between individual and the organization.
2. To facilitate a clear perspective to diagnose and effectively handle human behavior issues in Organizations.
3. To develop greater insight into their own behavior in interpersonal and group, team, situations.

## **COURSE CONTENTS:**

- UNIT I :** Understanding Organizational behavior: Levels of analysis within OB – individual, group and organization; challenges and opportunities for OB; relationship of OB with other fields.
- UNIT II :** Foundation of individual behaviour; learning theories; Perception: factors influencing Perception; Personality, Attitudes, Job satisfaction and Values.
- UNIT III:** Motivation: concept and process; Motivation theories: Maslow, McGregor, Herzberg, Alderfor's, Vroom, Porter & Lawler and Equity theory; Motivating employee techniques; Leadership, Contingency Theories of Leadership and the Managerial Grid.
- UNIT IV :** Organisational Culture & Climate; Organisational conflicts Type, Causes and Management; Johari Window and Transactional Analysis; Emotional Intelligence; Knowledge Management; Power & Politics; Negotiation.
- UNIT V :** Organisational Change: Forces for change; Resistance to change; Managing change; Stress; Concept, Sources of Stress, Consequences, Management of Stress; Burnout: Causes and Handling of Burnout; Managing diversity in organization.

**Course Outcome :** Upon the successful completion of this course, the student will be able to:

**CO 1:** Comprehending the nature, functioning and design of organizations as social collectives.

**CO2:** To evaluate the reciprocal relationship between the organizational characteristics and managerial behavior.

**CO 3:** Develop practical insights and problem solving capabilities for effectively managing the Organizational processes.

**CO 4:** Analyzing the behavior of individuals and groups in organizations.

**CO 5:** Developing conceptual understanding of change and its implementation.

**Suggested Readings:**

1. Baron, R.A. and Greenbeg. J (Behaviour in organization. Pearson India).
2. Luthans, F., "*Organizational Behaviour*", 7<sup>th</sup> ed. New York, McGraw Hill, 1995.
3. Udai Pareek, "*Organizational Behaviour*", Oxford University Press, 2004.
4. Robbins, S.P., Judge, T. A and Sanghi, S. (2007). *Organisational Behaviour Dehil* : Pearson Education.
6. Davis, K. *Human Behaviour at work*. New Delhi. Tata McGraw Hill.

# **PRODUCTION AND OPERATIONS MANAGEMENT**

COURSE NO. CP – 108

Max. Marks (Ext. Exam) : 80

Credits : 3

Min. Pass Marks : 32

## **COURSE OBJECTIVES:**

1. To understand the students with decision making planning, scheduling and control of Production and Operation functions in both manufacturing and services
2. To familiarize with the latest production and operations related software packages

## **COURSE CONTENTS:**

**Unit – I** Nature and Scope of Production and Operations Management; Facility Location; Types of Manufacturing Systems & Layouts; Layout Planning and Analysis

**Unit – II** Planning and Control- Line Balancing-Problems; Operations decisions- Production Planning and Control in Mass Production, in Batch Production and Job Order Production.

**Unit – III** Capacity Planning –Models; Process Planning, Aggregate Planning-Scheduling. Production Maintenance- Work Study, Method Study, Work Measurement, Work Sampling

**Unit – IV** Material Planning and Inventory Control- Purchase and Store Management. Concepts, Lead Time, Reorder Point, Safety Stock, EOQ Models, Inventory Control – ABC Classification, VED Analysis

**Unit – V** Total Quality Management including Inspection and quality control: Just in Time (JIT), KANBAN, 5-S, Kaizen, and 3-M (Muri, Mura, Muda), Introduction to MIS in Production Management.

## **Course Outcomes:**

- CO-1 Understand various types of manufacturing processes
- CO-2 Have awareness about process, production control and planning related to different manufacturing systems
- CO-3 Prepare production schedule and plan according to the capacity and aware of tools of production maintenance
- CO-4 Understand various inventory related costs and applications of EOQ
- CO-5 Have understanding of philosophy of TQM, and concepts of JIT, KANBAN, 5-S, Kaizen, Total Productive Maintenance (TPM), and 3-M production systems

## **Suggested Readings:**

1. Adam, E & Ebert, R.J. 'Production and Operations Management', 6th ed. New Delhi, Prentice Hall of India, 1995.
2. Chary, S.N. 'Production and Operations Management', New Delhi, Tata McGraw Hill, 1989.
3. Dilworth, James, B, 'Operations Management : Design, Planning and Control for Manufacturing & Services', Singapore, McGraw Hill, 1992.
4. Moore, FG and Hendrick, T.E., 'Production/ Operations Management', Himalaya Publication.
5. Chunawalla, 'Production and Operations Management', Dr. K. Aswathappa, 'Production Management', Himalaya Publication.
6. Buffa, E.S., 'Modern Production Management', New York, John Wily, 1987.

# **SAMRAT ASHOK TECHNOLOGICAL INSTITUTE**

Vidisha, Madhya Pradesh.

**(Grant in Aid, an Autonomous Institute)**



## **COURSE CURRICULUM**

**For**

### **Master of Business Administration**

**(Full Time Autonomous Course)**

**Affiliated to**

**Barkatullah Vishwavidyalaya, Bhopal**

**SEMESTER – SECOND**

**SESSION 2025-26**

w.e.f. from Academic year 2025-2026

**Department of Management Studies**

## **INTERNATIONAL BUSINESS ENVIRONMENT**

**COURSE NO. CP: 201**

Max. Marks (Ext. Exam): 80

**Credits : 4**

Min. Pass Marks : 32

### **COURSE OBJECTIVES:**

- The primary Objectives of this course is to acquaint the students with emerging global trends in the business environment.To help the students to understand the international business environment.
- To enable them to make decisions in the corporate world regarding international business .
- To enable them to analyze and understand the international business environment.
- To help the students to understand the international business environment.

### **COURSE CONTENTS:**

Unit – I: International Business: An Overview – Types of International Business; the External Environment. The Economic and Political Environment, the Human Cultural Environment.

Unit – II: Balance of Payments, WTO and its importance for Indian Business, International Monetary Fund (IMF), World Bank (IBRD).

Unit – III: Exchange rate determination, instruments of payment (open account ,bill of exchange, letter of credit), Foreign Institutional Investors (FII), Foreign Direct Investment (FDI),

Unit – IV: Regional Blocks; UNCTAD, Export Management; Global Competitiveness.Euro-Currency.

Unit – V: Fiscal and non fiscal barrier, (tariff and non tariff barrier)Globalization, Human Resource Development.

**Course Outcome(s) :** At the end of the course the students should be able to:

Co1 Explain type of international business . (Economic,Political,Social and Technological)

Co2 Analysis of impact of changes in different environments.

Co3 Understand Balance of Payment.

Co4 Elaborate WTO, its function and importance in international trade.

Co5 Able to explain the importance of IMF, IBRD in the development of world trade.

Co6 Understand how payment takes place in international business.

Co7 Illustrate Foreign exchange market and its working.

Co8 Define the role of FII and FDI in the development of a country.

### **SUGGESTED READINGS:**

1. C Jeevanandam: Foreign exchange and risk mgmt. Sultan chand and sons.
2. K.Asathappa , International Business Environmental and Business
3. Francis cherunilam.International business.Eastern economy edition.

# MANAGEMENT SCIENCE

Course No. CP - 202

Max. Marks (Ext. Exam) : 80

Credits : 4

Min. Pass Marks : 32

## **COURSE OBJECTIVES :**

1. The objective of the course is to make the students familiar with some basic Operation research tools and linear programming techniques.
2. The main focus, however, is in their applications in business decision making
3. The objectives of this course are to help the students acquire quantitative tools.
4. Student will be able to apply some basic tools for the analysis and solution of business problems.
5. The emphasis will be on the concepts and application project management.

## **COURSE CONTENTS:**

- Unit – I** Management Science-Basic concepts and its role in decision making. Tools used in Management Science.
- Unit – II** Linear Programming – General Linear programming problem, Standard and Canonical Forms of Linear programming problem, Basic Concepts, Model Formulation, Graphical solution of solving LPP, Duality in Linear programming problem.
- Unit – III** Transportation Problem – Basic concept, North – West corner method, Row minima method, Column minima method, Least cost method, Voggel’s Approximation method, Optimisation using U-V method.
- Unit – IV** Assignment & Sequencing Problem – Basic concepts, Hungarian method of solving assignment problem, Sequencing Problem, Processing Jobs through machine(s).
- Unit – V** PERT/CPM, Network Analysis in Project – Critical Path Method and Project Evaluation Review Technique. Introduction to Project management software, Decision Theory and Decision Trees, Game theory - two person zero sum game.

## **Course Outcome:**

**CO1 Understand** Operation research tools and linear programming techniques to support the decision making.

**CO2 Determine** to scientific management approach.

**CO3 Evaluate** models as per therequirements of the practicing managers and to get solutions from them.

**CO4 Analyze** Describe and attain of decision science skills for the management processes.

**CO5 Estimate** Project management cost to support the decision making.

## **SUGGESTED READINGS :**

1. Kapoor V.K., ‘Operation Research’ . New Delhi, Sultan Chand. 2013
2. Heera & Gupta, ‘Operations Research’, S Chand; Revised edition edition 2007.

# **HUMAN RESOURCE MANAGEMENT**

*COURSE No. CP : 203*

**Credits : 4**

*Max. Marks (Ext. Exam) : 80*

**Min. Pass Marks : 32**

## **OBJECTIVES :**

In a complex world of industry and business, organizational efficiency is largely dependent on the contribution made by the members of the organization. The Objectives of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

## **COURSE CONTENTS:**

Unit – I Concepts and Perspectives on Human Resource Management; Human Resource Management in a changing Environment; Corporate Objective and Human Resource Planning;

Unit – II Career and Succession Planning; Job Analysis and Role Description; Methods of Manpower Search; Attracting and Selecting Human Resources.

Unit – III Induction and Socialization; Manpower Training and Development.

Unit – IV Performance Appraisal and Potential Evaluation; Job Evaluation & Wage Determination.

Unit – V Employee Welfare; Industrial Relations & Trade Unions; Dispute Resolution & Grievance Management; Employee Empowerment;

## **Course Outcome :**

Co1. Students will be able to apply knowledge of H R in industry and business,

Co2. Understanding organizational efficiency is largely dependent on the contribution made by the members of the organization.

Co3. Able to understand the importance of manpower training and development.

Co4. Explain performance appraisal , job evaluation and wages.

Co5. Learn industrial relation and dispute settlement and also employee empowerment

## **SUGGESTED READINGS :**

1. Aswathappa, K. 'Human Resource and Personnel Management', Tata McGraw-Hill, New Delhi, 1997.
2. Edwin B. Flippo, 'Personnel Management', New York, Mc Grew Hill Book Company, International Edition, 1984.
3. Monappa, A & Saiyadain M. 'Personnel Management', 2<sup>nd</sup> ed., New Delhi, Tata McGraw-Hill, 1966.
4. Pattnayak, 'Human Resource Management', Prentice Hall of India.
5. Mamoria C.B., 'Personnel Management', Himalaya Publication.
6. R.S. Dwivedi, 'Managing Human Resource', Galgotia Publishing Ltd.

# FINANCIAL MANAGEMENT

COURSE NO. CP : 204

Max. Marks (Ext. Exam) : 80

Credit : 4

Min. Pass Marks : 32

## **COURSE OBJECTIVES**

1. To help the students gain understanding and an in-depth view of the process in financial management of the firm.
2. To Develop knowledge on the allocation, management and funding of financial resources.
3. To help the students to develop cognizance of the importance of financial Management techniques.
4. To enable them to analyze and understand the role of a financial manager in the current competitive business scenario.
5. The purpose of this course is to acquaint the students with the broad framework of financial decision-making in a business unit.

## **COURSE CONTENTS :**

**Unit – I** Concept of Finance, Aims and Objectives of Financial Management, Decisions in financial management:- Financing Decision ,Investment Decision & Dividend Decision, Functions of Finance Manager Modern Age, Cost – Volume Profit Analysis , Time value of Money

**Unit –II** Leverage analysis – financial, operating and combined leverage along with its implications; Capital Structure and Firms Value: Net Income Approach, Net Operating Income Approach, Traditional Approach, MM Approach. EBIT --- EPS Analysis, ROI --- ROE Analysis & Optimum Capital Structure.

**Unit –III** Cost of Different sources of Raising Capital, Weighted Average cost of Capital; Investment and Instruments of Long Term & Short Term Finance.

**Unit –IV** Capital Budgeting,Methods of Capital Budgeting – Traditional Methods, Pay Back Period, Apr , Discounted cash Flows , NPV ,IRR , Profitability Index.

**Unit – V** Principles of Working Capital Management, Various Approaches, Estimation of Working Capital, Managements of Components of Working Capital; Cash, Receivables, Inventory and Sources of Working Capital Finance, Internal Financing and dividend Policy.

**Course outcome :** Students will be able to taking Financial Decisions in their respective fields.

**CO1** Understand the basic aspects of financial management so that the organizational goals can be achieved effectively and efficiently.

**CO2** Determine the significance of long term sources of finance and cost of capital.

**CO3** Analyze the different sources of funds to optimize capital structure.

**CO4** Estimate Working Capital requirements for the business.

**CO5** Evaluate investment proposal by using different techniques of capital budgeting.

## **SUGGESTED READINGS :**

1. Hampton, John, 'Financial Decision Making', Englewood Cliffs, New Jersey, Prentice Hall Inc. 1997.
2. Van Home, James C. 'Financial Management and Policy', 10<sup>th</sup> ed, New Delhi, Prentice Hall of India, 1997.
3. Pandey I. M., 'Financial Management', Vikas Publication New Delhi.
4. Khan M.Y. and Jain P.K. Financial Management, Tata McGraw Hill, New Delhi.
5. Chandra, Prasanna; Financial Management TMH, New Delhi.
6. Sharma & Gupta, 'Financial Management', Kalyani Publication.
7. Kishore, R., Financial Management, Taxmans Publishing House, New Delhi.

# MARKETING MANAGEMENT

COURSE NO. CP: 205

Max. Marks (Ext. Exam) : 80

Credit : 4

Min. Pass Marks : 32

## **OBJECTIVES:**

To facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints. • To develop understanding on Consumer and business buying behavior • Develop skill to understand Segmentation, Targeting and Positioning and develop strategy • Ability to Understand and implement the Marketing-Information Systems

## **COURSE CONTENTS:**

- Unit –I Nature and scope of marketing, Corporate orientations towards the marketplace. The Marketing Environment and Environment Scanning;
- Unit –II Marketing information system and Marketing research, Understanding consumer and Industrial markets, market segmentation, Targeting and positioning;
- Unit –III Product decisions, product mix, product life cycle, new product development, branding and packaging decisions, Pricing methods and strategies, Promotion decision-promotion mix, advertising, sales promotion, publicity and personal selling;
- Unit –IV Channel management-selection, co-operation and conflict management, vertical marketing implementation and systems, Organizing and implementing Marketing in the organization;
- Unit–V Evaluation and control of marketing efforts; New issues in marketing-Green marketing, Multi-Level Marketing, CRM, Event Marketing, Digital & Social Media Marketing, Retail Marketing, Rural Marketing..

**Course Outcome :** Upon the successful completion of this course, the student will be able to:

- CO1.** Remember and Comprehend basic marketing concepts.
- CO2.** Understand marketing Insights on application of basic marketing concepts.
- CO3.** Able to Apply and develop Marketing Strategies and Plans
- CO4.** Understand and Analyzing Business/ Consumer Markets
- CO5.** Develop skills and ability Identify & evaluate Market Segments and Targeting.

## **SUGGESTED READINGS :**

1. Neelamegham, S. 'Marketing in India: Cases and Readings', New Delhi Vikas, 1988.
2. Kotler, Philip and Armstrong, G. 'Principles of Marketing', New Delhi, Prentice Hall of India, 1997
3. Kotler, Philip, 'Marketing Management Analysis, Planning, Implementation and Control', New Delhi, Prentice Hall of India 1994
4. Ramaswamy, V S and Namakumari, S. 'Marketing Management Planning Control', New Dehli, MacMillan, 1990
5. Stanton, William, J. 'Fundamentals of Marketing', New York, McGraw Hill, 1994.
6. Saxena Rajan., 'Marketing Management', Tata McGraw Hill.

# PROJECT MANAGEMENT

Course : CP 206  
Credit : 4

Max Marks: Ext Ex: 80  
Min Pass Marks : 32

## **Course Objectives:**

1. To familiarize the students with the fundamental concepts
2. To make students understand methods of Project Management, Evaluation, Financing and Control.

## **COURSE CONTENTS:**

- Unit - I** Overview of Project, Project Life Cycle, Generation and Screening of Project Ideas
- Unit – II** Market and Demand Analysis, Technical analysis, Financial Estimates and projections
- Unit III** Concept of Time Value of Money, Investment Criteria, Project Cash flows, Cost of Capital, Stand – Alone Risk Analysis; Portfolio Theory, Capital Budgeting and its methods
- Unit - IV** Financing of Projects and Projects’ Capital Structure
- Unit - V** Project review, evaluation and control, Network Techniques: PERT and CPM. Cost and Time overrun, Crashing of Network.

## **Course Outcomes:**

CO-1: Understand fundamental concepts related to project

CO-2: Understand and prepare pre-project analysis

CO-3: Calculate the cost of capital and judge the viability of project based on projected cash inflows of project

CO-4: Understand the concept of project financing

CO-5: Apply Network planning techniques such as PERT and CPM for activity planning

## **Suggested Readings:**

1. Project Management: Financial Evaluation with Strategic Planning, Networking and Control- Patel Bhavesh, Vikas Publishing house
2. Projects, Planning Analysis, Selection, Implementation & Review – Prasanna Chandra. Tata McGrawhill India Ltd.
3. Richman, Larry. (2008). Project Management: Step-by-step. Prentice Hall India
4. David I. Cleland – Project Management: Strategic Design and Implementation – McGraw – Hill Inc.
5. Text Book of Project Management, P. Gopalakrishnan and VE Rama Moorthy – Mcmillan India Ltd.
6. Project Management and Control – Narendra Singh – Himalaya Publishing House

## **IT and E- Commerce**

**COURSE NO. CP-207**

Max. Marks (Ext. Exam): 80

Credits : 4

Min. Pass Marks : 32

### **Course Objectives:**

1. Introduction to various software hardware and communication systems available in the industry
2. To familiarize students with office automation tools
3. To introduce students with data analytics concept and it applications

### **COURSE CONTENTS**

- Unit -I** Introduction to Computers Basics, Introduction to Operating System- Features, Application Programs, Computer Networks (LAN, MAN, WAN), network hardware, reference model, Transmission mode, Transmission media (Guided, Unguided)
- Unit-II** Introduction to Information Systems-TPS, MIS, DSS, ERP, Introduction to Cloud Computing
- Unit –III** Office Automation applications – Word Processor (MS -Word), Spreadsheet (MS-Excel), Graphics & Presentation (MS-PowerPoint), Microsoft Access - Introduction to DBMS concepts
- Unit –IV** E-Commerce, Business Models in E-commerce, Need & importance of E-commerce, Applications of E-commerce
- Unit -V** Introduction to Data Analytics- Features, Tools, applications of data analytics

### ***Course Outcomes:***

**CO-1 Understanding the types of hardware and software components**

**CO-2 Introduction to the various information systems**

**CO-3 Learn working on office automation modules**

**CO-4 Understand the concept of e-commerce**

**CO-5 To introduce data analytics and business analytics**

### **Suggested Readings:**

1. Working with MS Office-Tata McGraw Hill 2. Office 2007
2. Basic Computer Engineering, 2ed Sanjay Silakari, Rajesh K. Shukla
3. Fundamentals of Database Management System,- Renu Vig, Ekta Walo, Indian Society of Technical Education
4. Lucas, Henry C. Jr. (2017).*Information Technology for Management*(7<sup>th</sup> Ed).McGraw Hill Education.
5. Data and Computer Communications 8 Ed William Stallings Pearson Education, Inc

**MINOR PROJECT On**  
**CONTEMPORARY ISSUES IN MANAGEMENT**

**COURSE NO. CP-208**

Max. Marks : 100

Credit : 4

Min. Pass Marks :40

**Objectives:**

*The objective of the course is to create awareness among the students towards the various contemporary issues in management and develop self learning skills.*

**Guidelines:**

- In the beginning of the semester various contemporary topics related to field of management will be announced in the class room.
- Each student will be allotted one topic.
- During semester all the students will collect material on the topic and prepare a write up under the guidance of faculty.
- At the end of semester all the students will present the written report and panel of experts appointed by the Institute will evaluate them on the basis of write up, and viva voce.
- This will be evaluated for 100 marks.

**Outcome :**

*Student will be advent with the various contemporary issues in management and they will develop self learning skills.*

# **SAMRAT ASHOK TECHNOLOGICAL INSTITUTE**

Vidisha, Madhya Pradesh.  
(Grant in Aid, an Autonomous Institute)



**COURSE CURRICULUM**  
**For**  
**Master of Business Administration**  
(Full Time Autonomous Course)  
Affiliated to  
**Barkatullah Vishwavidyalaya, Bhopal**

**SEMESTER – THIRD**  
**CORE SUBJECTS**

**SESSION 2025-26**

w.e.f. from Academic year 2025-2026

**Department of Management Studies**

# **BUSINESS POLICY AND STRATEGIC MANAGEMENT**

COURSE NO. CP: 301

Credit : 4

Max. Marks (E. Exam) : 80

Min. Pass Marks : 32

## **Course Objectives**

1. A clear understanding of the key concepts and principles of strategic management
2. A set of useful analytical skills, tools and techniques for analyzing a company strategically
3. To provide a basic understanding of the nature and dynamics of the strategy formulation and implementation processes.
4. To encourage students to think critically and strategically.
5. The ability to identify strategic issues and design appropriate courses of action.

## **COURSE CONTENTS :**

- UNIT-I **Introduction:** meaning nature, scope, and importance of strategy; and strategic management, Introduction to Business policy, Strategic decision-making , Process of strategic management and levels at which strategy operates , strategic intent: Vision, Mission, values, Goals and Objectives
- UNIT-II **Environmental Scanning:** External environment analysis: PESTEL Analysis, ETOP, Porter's Five Forces Model methods and techniques used The internal environment, Organizational Capability Factors, Resource Based View (RBW) Analysis, Value Chain Analysis, SWOT Analysis
- UNIT-III **Strategy Formulation:** Situational analysis, Corporate, Business, Functional strategy, Directional strategies- Growth, stability and retrenchment , Mergers & acquisition Strategies, Joint Venture, Strategic Alliance ,
- UNIT-IV **Strategy implementation:** Implementation challenges, Resource allocation, Introduction to Blue ocean strategy ,Tools and Techniques for Strategic Analysis-Impact Matrix; The Experience Curve; BCG Matrix; GEC Model.
- UNIT-V **Strategy Evaluation & Control :** Nature, Importance, measuring performance,Balance score card, contingency planning, strategy auditing, Difference between strategic control and operational control.

**Course Outcome :** After successful completion of this course students will be able to

- CO1. Formulate organizational vision, mission, goals, and values.
- CO2. Develop strategies and action plans to achieve an organization's vision, mission, and goals..
- CO3. Develop powers of managerial judgment, how to assess business risk, and improve ability to make sound decisions and achieve effective outcomes.
- CO4. Evaluate and revise programs and procedures in order to achieve organizational goals;
- CO5. Consider the ethical dimensions of the strategic management process;

## **SUGGESTED READINGS :**

1. Azhar Kazmi, 'STRATEGIC MANAGEMENT AND BUSINESS POLICY', TMH; 3 ed. (2008)
2. David, Fred; Strategic Management: Concepts and Cases; PHI Learning. Fifteenth edition.
3. R. Srinivasan , 'Strategic Management: The Indian Context' PHI Learning; 5<sup>th</sup> ed.,2014.

# Entrepreneurship Development and Management

**COURSE NO. CP: 302**

**Max. Marks (Ext. Exam) : 80**

**Credit : 4**

**Min. Pass Marks : 32**

## **COURSE OBJECTIVES :**

1. This objective of the course is to expose the students to the growth of entrepreneurship and enterprise management in developing countries with special reference to India.
2. To develop understanding and confidence in students to venture into entrepreneurship by giving them baseline understanding of the various aspects impacting decision making on various frontiers as faced by an enterprise.
3. To help the students gain understanding to Entrepreneurship Support System .
4. The emphasis will be on the Project preparation.
5. To help the students to develop Managerial Aspects of Small Business.

## **COURSE CONTENTS :**

- Unit I** Entrepreneurship concept/meaning, need. Competencies/qualities of an entrepreneur, concept of Small Business Enterprises.
- Unit-II** Entrepreneurship Support System a brief overview of District Industries Centers (DICs), State National Financial Corporation (SFCs), Small Industrial Development Bank of India (SIDBI), National Bank of Agriculture and rural development (NABARD), National Small Industries Corporation (NSIC) and Special Economic Zone (SEZ) concept.
- Unit-III** Business Planning – Various forms of business organizations sole proprietorship, partnership firms, joint stock companies, Set up process of a small scale enterprise, Procedure of registration of small scale industry, List of item reserved for exclusive manufacture in small scale industry.
- Unit-IV** Project preparation- Project identification, content of project report, Project report preparation, Techno- economic feasibility report, project viability, Viability report.
- Unit-V** Managerial Aspects of Small Business - Basic principle of management (Definition function),operational aspect of production, inventory management, financial management, Record Keeping, Marketing Techniques, Personnel Management, Importance of Communication in business

**COURSE OUTCOMES** At the end of the course student would be able to:

**CO1 Develop** managerial qualities and competencies of an entrepreneur

**CO2 Acquaint** himself with the challenges of starting a new venture and the process of setting up a business.

**CO3 Build** essential skills and creativity needed to build teams and work in and with them.

**CO4 Know** the essential procedure and funding avenues for setting up a new business.

**CO5 Learn** the various government initiatives and accordingly plan for his business.

## **SUGGESTED READINGS:**

1. Behind, Amar V., The Origin And Evolution of New Business, Oxford, University Press, New York,2000.
2. Dollinger M.J, Entrepreneurship Strategies and Resources, 3rd Edition, Pearson Education, New Delhi 2006.
3. Desai Vasant Dr. (2004) Management of small scale Enterprises, New Delhi, Haryana Publication House.
4. A Hand Book of Entrepreneurship, Edit by B.S. Rathore and Dr. J.S. Saini, Aapka Publications, Publications, Panchkula (Haryana)
5. Entrepreneurship Development by C.B. Gupta and P Shrivasan, Sultan Chand and Sons, New Delhi.

# **SAMRAT ASHOK TECHNOLOGICAL INSTITUTE**

Vidisha, Madhya Pradesh.

**(Grant in Aid, an Autonomous Institute)**



## **COURSE CURRICULUM**

**For**

### **Master of Business Administration**

**(Full Time Autonomous Course)**

**Affiliated to**

**Barkatullah Vishwavidyalaya, Bhopal**

**SEMESTER – THIRD**

**SPECIALIZATION**

**SESSION 2025-26**

w.e.f. from Academic year 2025-2026

**Department of Management Studies**

## **CONSUMER BEHAVIOUR**

**COURSE NO. FSM – 1**

Credits : 4

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

### **COURSE OBJECTIVES:**

To understand consumer behavior and explain the consumer decision making process 2. To define external and internal influences on buying behavior

### **COURSE CONTENTS :**

- Unit – I** Introduction to Consumer Behaviour; Consumer Behaviour and Marketing Strategy; Consumer Involvement and Decision-Making.
- Unit – II** Information Search Process; Evaluative Criteria and Decision Rules; Consumer Motivation; Information Processing and Consumer Perception.
- Unit – III** Consumer Attitude Change; Influence of Personality and Self Concept on Buying Behaviour;
- Unit – IV** Psychographics and Lifestyle; Reference Group Influence; Diffusion of Innovation and Opinion Leadership Family Decision-Making.
- Unit – V** Industrial Buying Behaviour; Models of Consumer Behaviour; Consumer Behaviour Audit; Consumer Behaviour Studies in India.

**COURSE OUTCOME :** Upon completion of this course students will be able to

- CO 1 Explain Environmental Influences on Consumer Behavior
- CO 2 Illustrate Influence of marketing mix variables
- CO 3 Explain Individual Determinants of Consumer Behavior
- CO 4 Illustrate the Consumer Decision Making Process
- CO 5 Explain Consumer Behavior Models
- CO 6 Explain Demographic & Socio-economic Profile
- CO 7 Measurement of social classes in India using Socio-Economic Classes (SEC) in Urban & Rural Markets

### **SUGGESTED READINGS:**

1. Assael, H. Consumer Behaviour and Marketing Action, Ohio, South Western, 1995.
2. Engle, J F. etc. Consumer Behaviour, Chicago, Dryden Press, 1993.
3. Howard, John A. etc. Consumer Behaviour in Marketing. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.
4. Hawkins, D I. Etc. Consumer Behaviour; Implications for Marketing Strategy, Texas, Business, 1995.
5. Mowen, John C. Consumer Behaviour, New York, MacMillan, 1993.
6. Schiffman, L G and Kanuk, L L. Consumer Behaviour, New Delhi, Prentice Hall of India, 1994.

Specialization: MARKETING MANAGEMENT(paper-2)  
**INTEGRATED MARKETING COMMUNICATIONS**

**COURSE NO. FSM – 2**

Max. Marks (Ext. Exam): 80

Credits : 4

Min. Pass Marks : 32

**COURSE OBJECTIVE:** The objectives of this course are to provide insights into the realities of marketing communications, and imparting knowledge and developing skills to manage integrated marketing communications campaign.

**COURSE CONTENTS :**

- Unit – I** Promotion Mix, Shift from marketing communications to IMC, An overview of IMC, Growth of IMC, Element of IMC, Role of IMC in the marketing process. Participant in IMC, Role of advertising agencies, Media partners and other marketing communications agencies
- Unit – II** Marketing Communication Models, IMC planning process, Key issues, Strategies Advertising campaign, Product market analysis, Setting advertising objectives, DAGMAR approach,
- Unit – III** Building of Advertising Programme – Message, Headlines, Copy, Logo, Illustration, Appeal, Layout; Campaign Planning; Media Planning; Budgeting.
- Unit – IV** Pre and post launch effectiveness, Quantitative and qualitative techniques; Advertising Organisation – Selection Compensation and Appraisal of an Agency; The PR process, Public and PR tools, The role of personal selling in IMC, Personal Selling process
- Unit – V** Advertising V/s Consumer behaviour; Sales Promotion – Role of Creative Strategies. Advertising – Retail, National, Cooperative, Political, International, Public Service Advertising. Database, Catalogue, Telemarketing, Mobile Marketing, Internet marketing.

**Course Outcome : students will be able to**

CO 1 Explain IMC, its components, integrated tools of communication and the role of IMC.

CO 2 Elaborate Overview of advertising management, process, advertising agency, Advertising goals, Advertising budget and Media Selection.

CO 3 Explain the scope and role of sales promotion and Personal selling in IMC.

CO 4 Elaborate Public Relations, Publicity and Corporate Advertising in IMC.

CO 5 Explain Evaluation, Monitoring and Control of IMC programmes.

**SUGGESTED READINGS :**

1. Aaker, David A. etc. Advertising Management, 4<sup>th</sup> ed. New Delhi, prentice Hall of India, 1985.
2. Beleh, George E. and Beleh, Michael A. Introduction to Advertising and Promotion 3<sup>rd</sup> ed. Chicago, Irwin, 1995.
3. Borden, William H. Advertising New York, John Wiley, 1981.
4. Hard, Norman the practice Oxford, Butterworth Heinemann, 1995
5. . Kleppner, Otto. Advertising procedure. New J Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986
7. Ogilvy, David Ogilvy on Advertising London, Longman, 1983.
8. Sengupta, Subroto, Brand Positioning, Strategies for Competitive Advantages, New Delhi, Tata McGraw Hill, 1990.

## **MANAGEMENT OF INDUSTRIAL RELATIONS**

**COURSE NO. FSO – 1**

Max. Marks (Ext. Exam): 80

Credits : 4

Min. Pass Marks : 32

### **Course Objectives:**

1. To Provide conceptual framework of Industrial Relation
2. To make students aware with the Indian Labour legislation
3. To make students aware with the basic requirements and mandate of labour legislations
4. To help the students to understand the existing framework of Industrial Relation and Labour legislation.

### **COURSE CONTENTS :**

- UNIT-I** Industrial Relations Perspectives; Industrial Relations and The Emerging Socio-economic Scenario; Industrial Relations and the State.
- UNIT-II** Legal Framework of Industrial Relations; Role and Future of Trade Unions; Trade Union and the Employee; Trade Union and The Management.
- UNIT-III** Discipline and Grievance Management; Negotiation and Collective Settlements.
- UNIT-IV** Participative management and Co-ownership; Productive Bargaining and Gain Sharing.
- UNIT-V** Employee empowerment and Quality Management; Industrial Relations and Technological Change.

**Course Outcome :**After successful completion of this course students will be able to

CO 1: Knowledge of Industrial Relation framework

CO 2: Competency to understand the importance of Employee Relation within the perspective of Industrial Relation

CO 3: Knowledge about relevant Laws of HR management

CO 4: Competency to interpreted and implement the Labour Laws within organization

CO 5: Competency to use Collective Bargaining and Grievance redressal Mechanism

### **SUGGESTED READINGS :**

1. Kochan, T.A. & Katz Henry, 'Collective Bargaining and Industrial Relations', 2<sup>nd</sup> ed. Homewood, Illinois, Richard D Irish, 1988
2. Mamkoottam, K, 'Trade Unionism, Myth and Reality', New Delhi, Oxford University Press, 1982
3. Niland J R etc. 'The Future of Industrial Relations', New Delhi, Sage, 1994.4
4. Papola, T S & Rodgers, G. 'Labour Institutions and Economic Development in India', Geneva, ILO, 1992
5. Ramaswamy, E A, 'The Rayon Spinners The Strategic Management of Industrial Relations', New Delhi, Oxford University Press, 1994
6. Virmani, B. R., 'Participative Management vs. Collective Bargaining', New Delhi, Vision Books, 1988.
7. Webb. Sidney & Webb., Beatrice, 'Industrial Democracy', Melbourne, Longman, 1987

**MANAGEMENT TRAINING AND DEVELOPMENT**

**COURSE NO. FSO – 2**

Max. Marks (Ext. Exam): 80

Credits : 4

Min. Pass Marks : 32

**COURSE OBJECTIVES :**

1. The main objective is to provide an in-depth understanding of the role of Training in the HRD.
2. To enable the course participants to manage the Training systems and processes.
3. To introduce the importance of training & development in Human Resource Management; and that in organisation for its overall growth.
4. To help students familiarize with the scope of training & development as an independent stream in career development.
5. To explore various Training & development Outlooks; as well as its evolution, dependency & as strategic essential in organisation' holistic growth.

**COURSE CONTENTS :**

**UNIT-I** Training and Development ; Scope, Functions , Evolution & Importance Systems Approach to Training, Training Process – an overview; Role, Responsibilities and Challenges to Training Managers.

**UNIT-II** Organization and Management of Training Function; Training Needs Assessment and Action Research.

**UNIT-III** Instructional Objectives and Learning theories & Principles of Learning; Lesson Planning , Learning Process; Training Climate and Pedagogy Trainee Readiness and Motivation,.

**UNIT-IV** Developing Training Modules; Training Methods and Techniques; Facilities Planning and Training Aids; Training Communication.

**UNIT-V** Training Evaluation; Training and Development in India.

**Course outcome :** At the end of the course students should be able to;

**CO1** Students will be able to apply knowledge in Training in the HRD field.

**CO2** Understanding the evolution of human skills, Learning & is experiential nature in work life.

**CO3** To train/ design training & development modules & execute them efficiently & effectively.

**CO4** To identify, sync & structure organizational objective& growth with T&D as Human Resource Manager.

**CO5** Learn implementation of Training Process, Assessment & reachout for 360 degree development of human resource potential in Organisation.

**SUGGESTED READINGS :**

1. Beunet, Roger ed., 'Improving Training Effectiveness', Aldershot, Gower, 1988
2. Buckley R & Caple. Jim. 'The Theory & Practice of Training'. London, Kogan & Page, 1995
3. Lynton, R Pareek, U., 'Training for Development'. 2<sup>nd</sup> ed. New Delhi, Vistaar, 1990
4. Pepper, Allan D., 'Managing the Training and Development Function'. Aldershot, Gower, 1984
5. Rae, L., 'How to Measure Training Effectiveness', Aldershot, Gower, 1986
6. Reid, M A etc., 'Training Interventions: Managing Employee Development'. 3<sup>rd</sup> ed. London, IPM, 1992

## INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

COURSE : FSF – 1  
Credit : 4

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

### Course Objectives

1. To impart knowledge to students regarding the theory and practice of Security Analysis, Investment Decision Making Process and portfolio management.
2. To provide the students understanding of investment techniques as applied to various forms of securities

### COURSE CONTENTS:

- UNIT-I** Concept of Investment, Types of investments, Process of investment, Concept of Risk and Return Investors Classification, Investment Avenues - Bonds , Preference Shares , Equity Shares, Government Securities , Post Office Deposits, Real Estates, Venture Capital , Mutual Fund ,Exchange Traded Funds, Life Insurance.
- UNIT-II** Types of securities Market, Operations of Stock Market, Types and listing of Securities; Market Indices and types of indices
- UNIT-III** Introduction to Short Term Financial Markets, Introduction to foreign exchange market, Valuation of various securities traded, Introduction to derivatives
- UNIT-IV** Fundamental Analysis Approach, Technical Analysis Approach, Efficient Market Theory
- UNIT-V** Introduction to Portfolio management; Expected Returns, Optimal Portfolio: CAPM

### Course Outcomes:

- CO-1: Understand investment and relationship between risk and returns and various instruments of financial markets
- CO-2: Knowledge of working and mechanism of financial markets
- CO-3: Evaluation of various financial assets traded in short term financial markets
- CO-4: Understanding of Fundamental and Technical analysis and the tools used in it
- CO-5 Understand the nature of portfolio and its related theories

### SUGGESTED READINGS :

1. Investment Analysis & Portfolio Management Reilly Frank K., Brown Keith C. 10<sup>th</sup> ed. Cengage Learning
2. Portfolio Analysis and Management Bhalla V. K. , Sultan Chand & Sons
3. 2. [M. Ranganatham](#), 'Security Analysis and Portfolio Management', Pearson Education; Second edition (2012)
4. S. Bhatt, 'Security Analysis and Portfolio Management', Excel Books; 2008.
5. [P Pandian](#), 'Security Analysis and Portfolio Management', Vikas Publishing House; 2<sup>nd</sup> ed. 2012.

## INTERNATIONAL FINANCIAL MANAGEMENT

**COURSE NO. FSF – 2**

Max. Marks (Ext. Exam): 80

Credits : 4

Min. Pass Marks : 32

### **OBJECTIVES:**

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

### ***COURSE CONTENTS :***

**UNIT-I** Multinational Financial Management – an overview; Evolution of the International Monetary and Financial System. MNC/s its Financial Environment.

**UNIT-II** Managing short-term assets and liabilities: (Euro money market , Sourcing Debt Internationally ,Euro Equity market ). Political Risk Management.

**UNIT-III** Multinational Capital Budgeting, Multinational Tax Environment.*International Taxation:* international tax system, principles of taxation, double taxation, tax havens and transfer pricing.

**UNIT-IV** Cost of Capital and Capital Structure of the Multinational Firm.*Foreign Trade Finance:* concept of foreign trade finance. concepts of financing exports and financing imports and documentary collections, factoring, forfeiting and countertrade

**UNIT-V** Country Risk Analysis; Short-term Financing Decision, Foreign Exchange Market.International tax management strategy and Indian tax environment.

### **Course Outcome:**

Co1 Explain nature ,importance and scope of international financial management.

Co2 Explain how to manage short term assets and liabilities.

Co3 Able to understand multinational capital budgeting.

Co4 Explain cost of capital and capital structure of multinational firms.

Co5 Understand country risk analysis.

Co6 Explain international tax management and also indian tax environment..

### **SUGGESTED READINGS :**

1. Abdullah, F A Financial Management for the Multinational Firm. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987
2. A.K.Seth . International Financial Management 2<sup>nd</sup> ed. New Delhi, Anmol, 2001
3. Buckley, Adrian. Multinational Finance. New York, Prentice Hall Inc., 1996
4. Kim, Suk and Kim, Seung. Global Corporate Finance: Text and Cases. 2<sup>nd</sup> ed. Miami Florida, Kolb, 1993
5. Shapiro, Alan C. Multinational Financial Management, New Delhi, Prentice Hall of India, 1995

**Specialization: RETAIL MANAGEMENT (paper-1)**  
**RETAIL CONCEPTS AND PRACTICES**

**COURSE No. : FELRTL M - 01**  
Credits : 4

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

**COURSE OBJECTIVE:**

1. To enable students to identify and understand the significance of retailing.
2. To retailing in the current business environment, develop guidelines to build a retailing business.
3. To retail organizations design, structure, location factors and space management.
4. To Provide conceptual framework of retail management
5. To make students aware with the Indian HR Management in Retail

**COURSE CONTENTS :**

- UNIT – I** Introduction to retail management, The concept of retailing, Nature and Scope, Functions of Retailers, Planning and Forecasting in retailing.
- UNIT – II** Indian and Global Retail Environment. The evolution of retail in India, the rise of the retailer, challenges and changes impacting retail development in India.
- UNIT – III** Types of Retail Stores,. Retail Models and theories of retail development, the future of retailing.
- UNIT – IV** Organization design and structure in Retail, Retail formats, HR Management in Retail.
- UNIT – V** Space Management, Factors, Affecting Store Location, Layout and Design.

**Course Outcome:** Students will be able to

**CO 1** Explain Environmental Influences on retail management

**CO 2** Illustrate Influence of Retail Models

**CO3** Illustrate the retail development Decision Making Process

**CO4** Explain HR Management in Retail

**CO5** Measurement of challenges and changes impacting retail development in India

**SUGGESTED READING:**

1. Retailing management by Swapna Pradhan, Tata McGraw Hills.
2. Retailing management by Suja R. Nair, Himalaya Publication.
3. Retailing management by Gibson G. Vedamani, Jaico Books.
4. Retailing management by Roger Cox, Paul Britain, Pearson Education.

**Specialization: RETAIL MANAGEMENT (paper-2)**

**MARKETING CONCEPTS IN RETAIL MANAGEMENT**

**COURSE No. : FELRTL M – 02**

Credits : 4

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

**OBJECTIVE :**

To enable students to understand the relevance of concepts of marketing in retail management and also realize the importance of customer relationship management in retailing.

**COURSE CONTENTS :**

- UNIT – I** Segmentation, Targeting, Positioning and consumer behaviour in retail marketing, pricing policies and techniques.
- UNIT – II** Merchandise Management, Retail Merchandising, Mercantile, Planning and its process, buying systems, tools used for mercantile functions, evaluating mercantile performance.
- UNIT – III** Supply chain management in retailing, management of service and quality in retailing.
- UNIT – IV** Retail Marketing mix, Retail communication mix, Role of advertising, Sales promotion, Public relations and Personal selling in retailing.
- UNIT – V** Customer relationship 'management in retailing, building and sustaining relationships in retailing, Servicing the retail customer.

**Course Outcome :** The student will be able to apply their knowledge in the relevant field.

- CO 1 Explain Retailing Environment
- CO 2 Do the Classification of Retailers
- CO 3 Illustrate Retail Location & Site Selection
- CO 4 Set Merchandise Pricing
- CO 5 Explain Planning Merchandise Assortments
- CO 6 Explain Retail Communication Mix
- CO 7 Illustrate Mall Management:
- CO 8 Explain Challenges to Indian Retail Sector

**SUGGESTED READING:**

1. Retail marketing management by David Gilbert, Pearson Education.
2. Marketing management by Philip Kotler.
3. Retailing by J. Barry Mason and David J. Burns.
4. Retail management by Ronald W. Hasty and James Reardon.

**Specialization:**  
**BANKING AND FINANCIAL SERVICES MANAGEMENT**  
**(paper-1)**

**MANAGEMENT OF BANKING AND INSURANCE INSTITUTIONS**

**Max. Marks (Ext Exam) 80**

**Min. Pas Marks: 32**

Credit : 4

**COURSE NO. FSB-1**

**Course Objectives:**

1. To develop a broad understanding of the various banking and insurance sectors and the institutions.
2. To develop understanding of Indian Financial System in and the roles played by various institutions in the functioning of this system.

<b>UNIT-I</b>	Concept of Intermediation, Direct and indirect intermediation, Financial Markets and Institutions Regulatory Framework, Financial Sector Reforms, Cooperative Banks
<b>UNIT- II</b>	Introduction to Commercial Banking, Banking Operations, Types of Banking institutions, Regulatory and Legal Framework, Commercial Bank's Financial Statements and Analysis
<b>UNIT- III</b>	Introduction to risk analysis and management in banking, Credit, Liquidity & Interest rate risks, Asset Securitization
<b>UNIT- IV</b>	Purpose and need of Insurance, Meaning and nature of insurance, types of insurance, insurance companies in India, Insurance sector reforms
<b>UNIT- V</b>	Regulatory framework of insurance sector in India, solvency ratings and solvency Regulations, Insurance Pricing/Rate making, Commercial Insurance Contracts

**Course Outcomes**

- CO-1 Understand concept of financial intermediation**
- CO-2 Understand the working process of banking institutions**
- CO-3 Analyze the risk involved in banking operations and its management**
- CO-4 Understand the concepts and importance of insurance**
- CO-5 Knowledge of insurance in macroeconomic scenario**

**Suggested Readings:**

- Iyengen ,V. 2008. Introduction to Banking. Excel Books, New Delhi.
- Gulathi, N C. 2007. Principles of Insurance Management. Excel Books, New Delhi.
- Vaughan. 2008. Fundamentals of Risk and Insurance. Wiley India Pvt Ltd. 9 Ed.
- Skipper & Kwon. 2008. Risk Management and Insurance Perspectives in Global Economy. Wiley India Pvt Ltd.
- Vaughan. Essentials of Insurance: A Risk Management Perspective. Wiley India Pvt Ltd. □
- Gurusamy. Banking Theory Law & Practice Tata McGraw-Hill Publishing Company Ltd.
- Harrington. Risk Management & insurance, Tata McGraw-Hill Publishing company Ltd..
- Sethi & Bhatia. 2008, Elements of Banking and Insurance. PHI Learning Private Limited\_
- Revathy Sriram, et al 2008. Core Banking. Solution: Evaluation of Security and Controls. PHI Learning Private Ltd.
- Gulati, Neelam, Principles of Insurance Management, Publisher Excel, ISBN.81-7446- 556-1.

***Specialization:***  
**BANKING AND FINANCIAL SERVICES MANAGEMENT**  
**(paper-2)**

**Financial Planning and Wealth Management**

**COURSE NO. FSB-2**

**Max. Marks (Ext Exam): 80**

Credits : 4

Min. Pass Marks : 32

**COURSE OBJECTIVES**

1. To make students aware about the financial planning and its importance
2. To make students understand basic tools of financial management and financial mathematics applications.

**UNIT-I** Overview of Financial Planning, Overview of wealth management. Process of Financial planning, Concepts of time value

**UNIT-II:** Risk and Return relationship, Asset Allocation, Investment strategies and Portfolio construction and management Investment Planning-fixed income instruments, Mutual Fund products, equity market, derivatives. Commodities, real estates and other investment

**UNIT-III:** Retirement Planning-employee benefits and superannuation benefits, Process. Provident funds and pension schemes, various retirement schemes such as Employees Provident Fund (EPF), Public Provident Fund (PPF), Superannuation Fund, Gratuity, Other Pension Plan Regulations

**UNIT-IV:** Principles of insurance, insurance as a tool to manage risk, Cost and benefits of Insurance to individual and society, Law of large numbers, Insurable risk, Meaning and types of risk, pooling of risk, comparison of insurance and hedging, , Risk management Important factors in rate making, Risk assessment and rate making

**UNIT-V:** Indian tax system, Indian Direct Tax Structure. Tax compliance matters, Introduction to estate planning

**Course Outcomes**

**CO-1 Understand concept of financial planning**

**CO-2 Analyze and understand the valuation of various investment options**

**CO-3 Understand the requirement and benefits of retirement planning**

**CO-4 Understand the concepts of risks and importance of insurance**

**CO-5 Basic knowledge of Indian tax system and tax incidence**

**SUGGESTED READINGS:**

- Introduction to Financial Planning, 2nd edit., 2007 M/s. Taxmann Publication Pvt, Ltd.
- Managing and Marketing Financial Services, 2nd edn., 2007 M/s. Taxmann Publication Pvt, Ltd.
- Wealth Management by S.Timothy, Kochis, 2007 Edition ISBN — 13: 978.0-8080-8949-0 By CCH, a Wolters Kluwer Business, 4025 W. Peterson AVE, Chicago -USA, IL 6046-6085 http:
- Wealth Management, The new Business model. By major suresh Goel (Rtd)Global India Publication VT lid., New Delhi 110 002.
- 5 Insurance Products (including Pension Products), 2nd edn., 2007 M/s. Taxmann Publication Pvi, Lid □ Mutual Funds (Products & Services), 2nd edn., 2007 M/s. Taxmann Publication Pvt, Ltd.

# **SAMRAT ASHOK TECHNOLOGICAL INSTITUTE**

Vidisha, Madhya Pradesh

**(Grant in Aid, an Autonomous Institute)**



## **COURSE CURRICULUM**

**For**

### **Master of Business Administration**

**(Full Time Autonomous Course)**

**Affiliated to**

**Barkatullah Vishwavidyalaya, Bhopal**

**SEMESTER – FOURTH**

**SESSION 2025-26**

w.e.f. from Academic year 2025-2026

**Department of Management Studies**

MBA, SATI

# CORPORATE GOVERNANCE

**COURSE NO. CP - 401**

**Max. Marks (Ext. Exam): 80**

**Credit :4**

**Min. Pass Marks : 32**

## **OBJECTIVE :**

*To develop understanding of Corporate Governance among students to enable them to think analytically & critically on issues concerning corporate Governance.*

## **COURSE CONTENTS :**

**Unit I: Corporate Governance:** Concept & Basic Ingredients, Overview of Corporate Governance, Norms prescribed by SEBI, Role of RBI, FERA, FEMA, Transparency & Disclosure. Corporate governance models.

**Unit II: Management structure for corporate governance :** Board structure, building responsive boards – issues & challenges, effectiveness of Board, Board Committees and their functioning. Legal compliance committee & stakeholders' relationship committee.

**Unit III: Code of Corporate Governance :** Investor protection and changing role of institutional investors, Role of Auditors & Independent Directors, Kumar Mangalam Birla Committee Recommendations and clause 49 guidelines, Narayana Murthy committee report.

**Unit IV: Corporate communication :** Art & Craft of investor relations, shareholders activism, Takeover codes, Corporate scams.

**Unit V: Evaluation of Corporate Governance :** Governance practices for the future, Globalization of Corporate Governance, Emerging Trends.

**Outcome :** *Student will develop thinking process of implementing Corporate Governance. This course enables student to think analytically & critically on issues concerning corporate Governance.*

## **SUGGESTED READINGS:**

1. Baxi, C.V. and Prasad Ajit (2005) : Corporate Social Responsibility, Excel Books.
2. Satheesh Kumar, 'Corporate Governance', Oxford University press, India. 2012.
3. N. Gopalasamy : Corporate Governance, Wheeler Publishing, 1998.

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

# **BUSINESS LEGISLATION**

**COURSE NO. CP - 402**

**Max. Marks (Ext. Exam): 80**

**Credit : 4**

**Min. Pass Marks : 32**

**Course Objective:**

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

**COURSE CONTENTS**

- Unit – I**        Laws related to promotion and incorporation of different types of Companies, Meaning and characteristics of Companies, Memorandum and Articles of association, Share Capital and Types of Shares, Types of Meetings, Appointment of Directors, Dividend policy, Winding up, Laws related to mergers & acquisitions
- Unit- II**        Law Relating to Contract, Nature of contract, Classification of contract, Offer and acceptance, Capacity of parties to contract, Free consent, Consideration, Legality of object, Agreement declared void, Performance of contract, Discharge of contract, Remedies for breach of contract, Contract of indemnity and Guarantee, Bailment and pledge
- Unit – III**      Laws related to Consumer protection, Definition of consumer, rights of consumers, goods, services, defect and deficiency, Rights of Consumer, Mechanism for Grievance redress
- Unit – IV**        Laws related to Intellectual Property Rights, The Copyright Act, 1957; The Patent Act, 1970 ; The Trade Mark Act,1999
- Unit – V**        Laws related to Negotiable Instruments Definition and Characteristics of Negotiable Instruments, Essentials of Negotiable Instruments, Negotiation and Discharge of Negotiable Instruments

**Course Outcomes:**

CO-1: Understand basic concepts of companies and their formation

CO-2: Understand the concepts of agreement, contract and rights and duties of the parties involved

CO-3: Understand the rights of consumers

CO-4: Understand the importance of Intellectual property rights

CO-5 Understand the legal aspects of negotiable instruments

**Suggested Readings:**

1. Avlai Singh. Company Law.
2. Tuleja, S.K., Business Law for Managers.
3. Mercantile Law.N. D. Kapoor.
4. Mercantile Law, Clumla, Sarcen & Garg.

# **Comprehensive Viva Voce**

**Course No. CP - 403**

**Credit : 4**

**Max. Marks (Ext. Exam) : 100**

**Min. Pass Marks : 40**

**Objective :** To make students acquire practical knowledge and exposure to the industries. During the training / certification, the student is expected to learn about the organization and analyze and suggest solutions to a live problem. The objective is to bridge the gap between theory and practical application of the knowledge obtained during the MBA.

## **Paper CP 403 of Fourth Semester**

All students are advised to undergo an internship lasting 4 to 6 weeks with an industrial, business, service, financial, or government organization, internship can be either offline or online. Additionally, online certificate courses from reputable organizations such as SWAYAM, AICTE, UGC, NPTEL, IIMB, IGNOU, NITTTR, NSE etc. having evaluation process for their certification are encouraged, and students will submit the certificate along with a write-up / project report before the prescribed deadline.

The Comprehensive Viva will be conducted at the end of the fourth semester by the external examiners.

This will be evaluated for 100 marks.

**Course Outcomes(CO):** On successful completion of this course, the learner will be able to –

CO 1 Acquire on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity.

CO 2 Get actual supervised professional experiences.

CO 3 Get insight into the working of the real organizations

CO 4 Develop perspective about business organizations in their totality.

CO 5 Explore career opportunities in their areas of interest.

CO 6 Devolve research aptitude

***Specialization:Marketing (paper-3)***  
**SALES AND DISTRIBUTION MANAGEMENT**

**COURSE NO. FSM – 3**

Credits : 4

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

**OBJECTIVES:**

**The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organising and managing sales force and marketing channels.**

**COURSE CONTENTS :**

- Unit – I** Nature and Scope of Sales Management; Setting and Formulating Personal Selling Objectives; Recruiting and Selecting Sales Personnel.
- Unit – II** Developing and Conducting Sales Training Programmes; Designing and Administering Compensation Plans; Motivating Sales Personnel.
- Unit – III** Sales Meetings and Sales Contests; Designing Territories and Allocating Sales Efforts; Objectives and Quotas for Sales Personnel; Developing and Managing Sales Evaluation Programme; Sales Cost and Cost Analysis.
- Unit – IV** An Overview of Marketing Channels, their Structure, Functions and Relationships; Channel Intermediaries – Wholesaling and Retailing; Logistics of Distribution; Channel Planning, Organisational Patterns in Marketing Channels; Managing Marketing Channels.
- Unit – V** Information System and Channel Management; Assessing Performance of Marketing Channels; International Marketing Channels.

**Course Outcome :** CO 1 Explain Objectives, Nature & Scope, Sales Environment, Sales Planning, Strategic role of sales management CO 2 Define Marketing Channels and Functions and Significance, Structure - Vertical and Horizontal, Symbiotic, Role of marketing channels in the dynamic market place CO 3 Analyzes the Sales Force, Recruitment, selection and training the sales force CO 4 Explain Sales Planning and Sales Forecasting & Budgeting, Sales Quotas and Targets CO 5 Explain Reporting Formats for Primary and Secondary Sales, Monthly Sales Plan, Territory Sales and Coverage Plan, Daily Sales Call Report CO 6 Define Significance and role of channels, C&F Agents, Types of the Wholesalers CO 7 Explain Nature and Importance of Retailing , Types of Retailers, Organized & unorganized Retailing Formats, Retail Merchandising, Retail Decision Location and Size

**SUGGESTED READINGS :**

1. Anderson, R. Professional Sales Management! Englewood Cliffs, New Jersey, Prentice Hall Inc., 1992
2. Anderson, R. Professional Personnel Selling. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1992
3. Buskirk, R H and Stanton, W J Management of Sales Force. Homewood Illinois, Richard D. Irwin, 1983
4. Dairymple, D J Sales Management; Concepts and Cases, New York, John Wiley, 1989
5. Johnson, EM etc. Sales Management: Concepts, Practices and Cases, New York, McGraw Hill, 1986
6. Stanton, William J etc Management of a Sales Force, Chicago, Irwin, 1995

## ***Specialization:Marketing (paper-4)***

### **INTERNATIONAL MARKETING**

**COURSE NO. FSM – 4**

Max. Marks (Ext. Exam): 80

Credits : 4

Min. Pass Marks : 32

#### **OBJECTIVES:**

**The basic objective of this course is to acquaint the students with basic knowledge and environmental, procedural, institutional and decisional aspects of international marketing, service marketing and industrial marketing.**

#### **COURSE CONTENTS :**

**UNIT-I** International Marketing – Distinction between international trade marketing and business. Institutional infrastructure for export promotion- EPC, ECGC; export clearance;

**UNIT-II** Shipping and Transportation Insurance. Export Finance. International Marketing Mix – Identification of Markets, Product Policy.

**UNIT-III** International Product Life Cycle Promotion Strategy, Pricing Strategy and Distribution Strategy; Various Forms of International Business.

**UNIT-IV** Introduction To Services Marketing. Introduction: Definition, Characteristics and Classification of Services, Difference between Product and Services Marketing, Services Marketing Mix: Understanding the 7 P's, Strategies for Services Marketing: Segmentation, Targeting & Positioning, Differentiation.

**UNIT-V** Evaluating Success of Service Offering: Service quality and measurement, Complaint handling, Recovery management, Service Guarantees., the Gaps Model of Service Quality. People- role of service employees, Service profit chain, Physical evidence Nature & Importance, Service Escapes, process: service process & system Customer role in services

**Course Outcome** Co1 Explain nature ,importance and scope of international marketing. Co2 Able to understand pricing in the international market. Co3 Understand and Explain International product life cycle. Co4 Understand distribution channels in international business. Co5 Explain nature, scope and buying behaviour of industrial marketing. Co6 Differentiate between international business , marketing and trade. Co7 Explain Definition, Significance, Characteristics of Services CO 8 Frame Extended Marketing Mix for Services CO 9 Illustrate People & Physical Evidence in services

#### **SUGGESTED READINGS :**

1. Bhattacharya, B. Export Marketing: Strategies for Success, New Delhi, Global Business Press, 1991.
2. Johri, Lalit M. International Marketing: Strategies for Success. University of Delhi, Faculty of Management Studies, 1980.
3. Keegan, Warren. Global Marketing Management. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
4. Onkvisit, Sak and Shaw. J.J. International Marketing; Analysis and Strategy. New Delhi, Prentice Hall of India, 1995.
5. Service Marketing. Verma H V , marketing of services Global business press.
6. Industrial marketing: cases and concept , corey, E haymond . Englewood cliff PHI

**SAMRAT ASHOK TECHNOLOGICAL INSTITUTE** Vidisha,

Madhya Pradesh.

**(Grant in Aid, an Autonomous Institute)**



**COURSE CURRICULUM**

**For**

**Master of Business Administration**

**(Full Time Autonomous Course)**

**Affiliated to**

**Barkatullah Vishwavidyalaya, Bhopal**

**SEMESTER – FOURTH**

**HUMAN RESOURCE MANAGEMENT**

**SESSION 2025-26**

w.e.f. from Academic year 2025-2026

**Department of Management Studies**

MBA, SATI

## ***Specialization:HRM (paper-3)***

### **HUMAN RESOURCE PLANNING AND DEVELOPMENT**

**COURSE NO. FSO – 3**

Credits : 4

**OBJECTIVES :**

Max. Marks (Ext. Exam) :80

Min. Pass Marks : 32

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

**COURSE CONTENTS :**

- UNIT-I** Macro Level Manpower Planning and Labour Market Analysis; Organisational Human Resource Planning; Stock Taking.
- UNIT-II** Work Force Flow Mapping; Age and Grade Distribution Mapping; Models and Techniques of Manpower Demand and Supply Forecasting.
- UNIT-III** Behavioural Factors in Human Resource Planning – Wastage Analysis; Retention; Redeployment and Exit Strategies; Career Management and Career Planning.
- UNIT-IV** Performance Planning; Potential Appraisal and Career Development; HRD Climate; Culture; QWL and Management of Change.
- UNIT-V** TQM and HRD Strategies; HRD in Strategic Organisations; Human Resource information System; Human Resource Valuation and Accounting.

Outcome : Students will be able to

Co1 Explain Macro level manpower planning and labour market analysis. Co2 Understand organisational HR planning and stock trading. Co3 Explain workforce flow mapping. Co4 Elaborate models and techniques of manpower demand and supply forecast. Co5 Illustrate career management and planning. Co6 Explain Behavioural factors in HR planning and also waste analysis. Co7 Understand retention, redeployment and exit strategy. Co8 Explain performance planning, and management of change. Co9 Understand TQM and HRD strategies.

**SUGGESTED READINGS :**

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

## ***Specialization:HRM (paper-4)***

### **COMPENSATION MANAGEMENT**

**Course no. FSO-4**

Credits : 4

Max.Marks (Ext.Exam) : 80

Min. Pass Marks : 32

#### **Course Objective:**

The objective of this course is to familiarize students with the dynamics of wage and salary administration and current trends in India

#### **Course contents**

- UNIT-I Compensation- Definition compensation responsibilities, compensation system design issues, compensation philosophies, compensation approaches..
- UNIT-2 Compensation classification- and types incentive fringe benefits, strategic compensation planning, determining compensation. The wage mix-development of base pay system- The wage curve , pay grade salaries matrix.
- UNIT -3 Theories of wages, wage structure, wage fixation wage payment salary administration, executive compensation, incentive plan team compensation, Gain sharing incentive plan profit sharing plan ESOPS.
- UNIT-4 Sales compensation plan Performance based pay systems legal and taxation issue on compensation.
- UNIT-5 Wage board- Pay Commission, employee benefits, Benchmarking Benefit scheme, Security benefits, Designing benefit packages, International compensation management.

#### **Course Outcome:**

CO 1 To help them analyze current trend in compensation management.

CO 2 To have knowledge about laws related compensation.

CO 3 TO acquire understanding of theoretical concepts and its applicability.

#### **SUGGESTED READINGS :**

Dewakar Goel- —Performance Appraisal & Compensation Management|| PHI Learning New Delhi.

Dipak Kumar Bhattacharya —Compensation Management|| Oxford HE.

BD Compensation & Reward Management|| Excel Book.

Sonishyam Singh —Compensation Management|| Excel Book

Richard I Henderson —Compensation Management in a Knowledge Based World|| PHI New Delhi

George T. Markovich, Jerry M. Newman, C.S. Venkatraman —Compensation||, Tata McGraw Hill

# **SAMRAT ASHOK TECHNOLOGICAL INSTITUTE**

Vidisha, Madhya Pradesh.

**(Grant in Aid, an Autonomous Institute)**



## **COURSE CURRICULUM For**

### **Master of Business Administration**

**(Full Time Autonomous Course)**

**Affiliated to**

**Barkatullah Vishwavidyalaya, Bhopal**

**SEMESTER – FOURTH**

**SPECIALIZATION - FINANCE**

**SESSION 2025-26**

w.e.f. from Academic year 2025-2026

**Department of Management Studies**

## ***Specialization: Finance (paper-3)***

### **MANAGEMENT OF FINANCIAL SERVICES**

**COURSE NO. FSF – 3**

Max. Marks (Ext. Exam): 80

Credits : 4

Min. Pass Marks : 32

#### **COURSE OBJECTIVES :**

1. The main objective of this course is to help students to learn the various financial services and their role in the overall financial system.
2. To enable the students to gain acumen, insight and through knowledge relating to the various aspects of corporate finance, emerging financial services and their regulatory frameworks.
3. To help students familiarize with the scope of Banking and Insurance as an independent stream in career development.
4. To explore Indian and Global Financial System.
5. To explore various Financial Services well as its evolution, dependency & as strategic essential

#### **COURSE CONTENTS:**

- UNIT-I** Introduction to Indian and Global Financial System: Structure and Characteristics. Regulatory Institutions: SEBI (Security Exchange Board of India) and RBI (Reserve Bank of India). Capital Markets: Primary and Secondary Market, Structure, Nature, Significance and Players, Introduction to Money Market: Structure, Operations, Players, Treasury Bills, Commercial Papers, Certificate of Deposit. Introduction to Financial Institutions: SFC's & DFI's, their importance & scope (IDBI, IFCI, SIDBI).
- UNIT-II** Financial Services: Nature and Scope of Financial Services, Fund based and fee based services. Managing of issue shares and bonds- Mobilizing of Fixed Deposits- Inter- Corporate Loans.
- UNIT-III** Management of Risk in Financial Services; Stock Exchange Operations; Mutual Funds; Merchant Banking Services.
- UNIT-IV** Other Financial services- Leasing and Hire Purchase; Debt Securitization; Housing Finance, Credit Rating; Credit Cards.
- UNIT-V** Banking and Insurance; Venture Capital, Factoring and Forfeiting, Bill Discounting.

**Course Outcome:** Students will be able to;

**CO1** To contribute their services in various financial Institutions and their Role in the overall financial system.

**CO2** To understand the distinctive characteristics of financial services.

**CO3** To identify the problems and issues in marketing of financial services.

**CO4** To apply the framework for developing a strategy for financial services.

**CO5** To develop knowledge relating Banking and Insurance.

#### **SUGGESTED READINGS :**

1. M.Y. Khan, "**Financial Services**", Tata McGraw Hill.
2. B.S.Bhatia, G.S.Batra, "**Management of Capital Markets, Financial Services and Institutions**", Deep and Deep Publications.
3. Verma J.C., "**Credit Rating: Practice and Procedure**", Delhi: Bharat Law House Pvt., Ltd. Ennew, C, Trevor Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional Publ.,
4. Gordan, E and K. Natarajan Emerging Scenario of Financial Services, Himalaya Publishing House, 1997
5. Meidan, Arthur Brennet, M. Option Pricing: Theory & Applications, Toronto, Lexington Books, 1983
6. Kim, Suk and Kim, Seung, Global Corporate Finance: Text and Cases, 2<sup>nd</sup> ed., Miami Florida, Kolb, 1993

## ***Specialization:Finance (paper-4)***

### CORPORATE FINANCE

**COURSE NO. FSF – 4**

Credits : 4

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

#### **Course Objectives :**

1. To acquaint the participant with the implications of corporate profit planning in operational as well as strategic terms
2. Introduction to concept of corporate taxation

#### **COURSE CONTENTS:**

**Unit – I** Corporate Objectives, Wealth maximization, Shareholders' Value, Agency Problems, Financial Strategy

**Unit – II** Capital Structure, Theories and Value of the firm - Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani Miller Model, Determining the optimal Capital Structure

**Unit – III** Bond Valuation and its models, Valuation of Equity and its models, Valuation of Preference Shares and its models, Theory of Term structure of interest rates Bond's covenants

**Unit – IV** Dividend Decisions, Factors determining Dividend Policy, Theories of Dividend

**Unit – V** Basic Concepts of Income Tax, Residential status of a Company, Computation of company's income, Set off and Carry forward of Losses, Computation of Tax Liability of Companies Meaning and Scope of Tax Planning and Location of Undertaking.

#### **Course Outcomes:**

**CO-1: Understand corporate financial objectives**

**CO-2: Knowledge of capital structure and its theories**

**CO-3: Valuation of various financial assets used by companies**

**CO-4: Understanding of Dividend policy in firms**

**CO-5 Understand the basic concepts of corporate taxation and laws related to it**

#### **Suggested Readings :**

1. Principles of Corporate Finance(11th ed.). Brealey, R.A., Myers, S.C., Allen, F.,& Mohanty, P. (2014). Tata McGraw Hill.
2. Financial Management Pandey I M Vikas Publications
3. Financial Management (9th ed.). Chandra, P. (2015). McGraw Hill.
4. Singhania, V K Direct Taxes: Law and Practice. Delhi, Taxman, 1991

**SAMRAT ASHOK TECHNOLOGICAL INSTITUTE** Vidisha,

Madhya Pradesh.

**(Grant in Aid, an Autonomous Institute)**



**COURSE CURRICULUM  
For**

**Master of Business Administration**

**(Full Time Autonomous Course)**

**Affiliated to**

**Barkatullah Vishwavidyalaya, Bhopal**

**SEMESTER – FOURTH  
Specialization – Retail management**

**SESSION 2025-26**

w.e.f. from Academic year 2025-2026

**Department of Management Studies**

## ***Specialization:Retail (paper-3)***

### **RETAIL STRATEGIES AND OPERATIONS**

**COURSE No. : FELRTL M – 03**

Max. Marks (Ext. Exam): 80

Credits : 4

Min. Pass Marks : 32

**COURSE OBJECTIVE :**

- 1.To enable students to understand the functioning of retail operations and management of stores by relevant retail strategies after appropriate market research, to further understand the financial aspect of retail management.
- 2.To apply their knowledge in the functioning of retail operations and management of stores by relevant retail strategies.
3. To Evaluation, Monitoring and Control of Financial aspects of retail.
4. To make students aware with the Retail stores operations.
5. To help the students to understand the existing framework OF Retail marketing strategy.

**COURSE CONTENTS :**

**UNIT – I** Retail stores operations. Mall management, setting objectives for retailers', performance, Management of retail brand.

**UNIT – II** Retail strategies, Retail marketing strategy, Finance and location strategies for retailing.

**UNIT – III** Market research for retail management, Trading area analysis Research before and after setting up a retail store.

**UNIT – IV** Retail management information system, Information gathering and processing, Application of I.T. to retail management.

**UNIT – V** Financial aspects of retail, Retail audit and measures of performance evaluation.

**Outcome :** Students will be able to :

- CO 1 Explain Retail strategies, its components, integrated tools of communication .
- CO 2 Elaborate Overview of Retail management .
- CO 3 Explain the scope and role of Market research for retail management.
- CO 4 Elaborate Retail management information system.
- CO 5 Explain Evaluation, Monitoring and Control of Financial aspects of retail.

**SUGGESTED READING :**

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

## ***Specialization:Retail (paper-4)***

### **RETAIL MERCHANDISING AND SUPPLY CHAIN MANAGEMENT**

**COURSE NO. FELRTL M – 04**

Max. Marks (Ext. Exam): 80

Credits : 4

Min. Pass Marks : 32

**Course Objectives:** This course is intended to provide an understanding of the components and processes of supply chain and logistics management as well as the performance drivers of supply chain. It is also intended to help the students to learn about logistics, transportation, warehousing and outsourcing decisions.

Unit-I Retail Merchandising Concept and Scope, Role and Responsibility of Merchandisers, Merchandise Mix Assortment Management, Merchandise Displays and Space Management, Concept and Importance, Space Management, Planogram, Visual Merchandising, meaning, objectives, Product Positioning and Visual Merchandising.

Unit-II Merchandising Planning Concepts and Applications, Elements of Merchandise Planning, Role of Merchandiser in Planning, Category Management and Merchandise Budgeting, Merchandise Forecasting and Budgeting Merchandise Sourcing, Stock Management and Distribution, International Sourcing

Unit-III Merchandise Replacement, Retail Replacement, Importance, Direct Store Delivery (DSD), Managing Retail Home Delivery, Measures for Retail Distribution, and Replenishment, Role of IT in Retail Distribution and Replenishment.

Unit-IV Introduction to Retail Supply Chain, Retail supply chain v/s manufacturing supply chain, Logistics, Strategic, Tactical and operational view supply chain strategies.

Unit-V Category specific supply chain issues, Supply chain in food and grocery, Apparel and footwear, Consumer Electronics, Home Furnishing, Non store retailing, IT supply chain management.

**Course outcome:**

CO 1: Apply the basic framework of Supply Chain Management and basic concepts in logistics

CO 2: Knowledge about distribution, warehousing and its roles in strategic planning with supply chain

CO 3: Competency to analyze and use inventory management methodologies and evaluate and select transportation modes

CO 5: Knowledge about the latest trends in SCM and logistics

**SUGGESTED READINGS:**

- Retailing Management 2E, Swapna Pradhan,Tata McGraw-Hill Education ➤ Retail Management (4th edition) Gibson G Vedamani, Jaico Publishing House.
- Retail Merchandising Swapna Pradhan Tata McGraw Hill education 2010
- Visual merchandising Swathi Bhalla Anurag S Tata McGraw Hill education 2010
- Supply chain management for retailing Rajesh Ray Tata McGraw Hill education 2010 ➤ Retail Management A strategic approach 10/E Berman person education India ➤ Retail Marketing Management Gilbert Pearson Education India.

## ***Specialization: B & F (paper-3)***

(Banking and Financial Services Management)

### **FINANCIAL INSTITUTIONS AND MARKETS**

**COURSE NO. FSB – 3**

Max. Marks (Ext. Exam) :80

Credits : 4

Min. Pass Marks :32

Course Objectives

1. This course will enable the students to combine practice and theoretical knowledge of financial system & financial market.
2. The students of this course will have the ability to identify and analyze Interest rates and opportunities in real life situations.
3. The utilization of Funds and Mutual Funds information for planning decision-making and control.
4. The students of this course will be active learners and develop awareness of emerging trends in securities.
5. The course will provide decision making skills to the students in the international financial.

Unit-I Overview of Indian finance system & financial market, Financial Sectors Reforms, Reserve Bank of India, SEBI, Insurance Companies NBFC's, Indian Mutual Funds.

Unit-II Money Markets, Bond Markets, Foreign exchange market, Pension Funds and Mutual Funds, Securities Market, Mortgage and derivative markets.

Unit-III Interest rates & its determinants, term structure, interest rate and security valuation, theories of the level and structure of interest rates, Interest rates in India.

Unit-IV Risk management in Financial Institutions, Types of risk and financial institution, Managing risk with Balance Sheet, derivative securities, loan sales and securitization.

Unit-V International Financing, Global capital markets, The Eurocurrency market, analysis of international financial instruments like syndicated Euro credit, issuance of euro bonds, euro notes, Euro equities

Course Outcomes

CO1 Understand the basic aspects of finance system & financial market .

CO2 Determine the significance of Mortgage and derivative markets..

CO3 Analyze the Interest rates & its determinants.

CO4 Estimate Risk management in Financial Institutions.

CO5 Evaluate investment proposal by using different techniques of Indian Mutual Funds.

**SUGGESTED READINGS :**

- Bhole 2008 financial institution and market, Tata McGraw-Hill Publishing Company Limited 4th ed.
- Sounders 2008, Financial Markets and Institutions, Tata McGraw-Hill Publishing Company Limited 3rd Ed.
- Febozzi 2007. Capital Market Institutions and Instruments, PHI learning Private Limited 3rd ed.
- Gomez 2008 Financial Market, Institution and Services, PHI learning Private Limited
- Sharma M 2008 Management of Financial Institutions, PHI Learning Private Limited.

## ***Specialization: B & F (paper-4)***

(Banking and Financial Services Management)

### **FINANCIAL RISK MANAGEMENT**

**COURSE NO. FSB – 4**

Max. Marks (Ext. Exam): 80

Credits : 4

Min. Pass Marks : 32

#### **COURSE OBJECTIVES:**

The objective of the course is to acquaint students with the risks involved and its management especially in financial institutions

- UNIT-I** Meaning of risk, Types of Risks faced by financial organizations
- UNIT-II** Liquidity and solvency risk and their mitigation
- UNIT III** Credit risk, Measurement of credit risk, Credit risk management models
- UNIT-IV** Interest Rate risk, Yield Curve, Duration gap analysis, Use of derivatives in interest rate management
- UNIT-V** Foreign Exchange risk and use of derivatives in managing foreign exchange risk, Value at risk, Stress Test, BASEL guidelines

#### **Course Outcomes**

- CO-1 Understand types of risks faced by financial organizations**
- CO-2 Understand and analyze liquidity and solvency risk**
- CO-3 Understand and analyze credit risk and its management**
- CO-4 Understand and analyze interest rate risk and its management**
- CO-5 Understand and analyze foreign exchange risk and its management**

#### **Suggested Readings :**

1. Dom M Chance, Robert Brooks, *Derivatives And Risk Management Basics*, Engage Learning.
2. John C Hull Sankarshanbasu *Option Future and other Derivatives*, Person Education.
3. Parsuraman, *Fundamentals of Financial Derivatives*, Wiley India Pvt. Ltd.
4. Mishra B *Financial Derivatives*, Excel Books, New Delhi.
5. Robert W Kolb, *Future, Option and Swap* Sterling Book House, Blackwell Publishing
6. Derivative Market (Dealers) Module, National Stock Exchange (NSE)
7. Kumar 2008, *Financial Derivatives* PHI Learning Pvt. Ltd.
8. Gupta 2009 *Financial Derivatives-Theory concepts & Problems* PHI Learning Pvt. Ltd.