

**BARKATULLAH UNIVERSITY
BHOPAL**



MASTER OF BUSINESS ADMINISTRATION (F-T)

COURSE CURRICULUM

SEMESTER – FOURTH

SESSION 2010-2011

CORPORATE EVOLUTION AND STRATEGIC MANAGEMENT

COURSE NO. CP – 401

Max. Marks (Ext. Exam) : 80

Min. Pass Marks : 32

OBJECTIVE :

The Objectives of this course is to develop understanding about strategic processes and their impact on a course.

COURSE CONTENTS :

- Unit – I Nature And Scope Of Strategic Management; Strategic Intent And Vision; Concept of Competence, Capability And Organizational Learning.
- Unit – II Process Of Strategy Planning And Implementation; Strategy And Structure;
- Unit – III Organizational Values And Their Impact On Strategy; Power Games Amongst Competing Play
- Unit – IV Chief Executive And Board; Work Of Top Management; Management Of Strategic Chai Mergers And Acquisitions;
- Unit– V Strategic Management In An International Firm; Strategy And Corporate Evolution In Context.

SCHEME OF EXAMINATION:

Total Marks : (Internal 30, External 70) = 100 Marks

PATTERN FOR EXTERNAL VALUATION:

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

4 x 8 = 32 Marks

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

3 x 16 = 48 Marks

SUGGESTED READINGS:

1. David Fred. Strategic Management. 7th ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 15
2. Drucker, Peter F. the Changing World of the Executive. New York, Time Books 1982.
3. Hamel, G. and Prahlad, C.K. Competing for the Future. Boston, Harvard Business School P 1994.
4. Ohmae, Kenichi. The Mind of the Strategist: The Art of Japanese Management. New McGraw-Hill, 1982.
5. Lomesh & Mishra Business Policy & Strategic Management, Vikas Pub. David, Strategic Management: Concepts and cases, 9ed, Pearson Education India.

BUSINESS LEGISLATION

COURSE NO :. CP - 402

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

OBJECTIVE:

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

COURSE CONTENTS :

- Unit – I An overview of Laws related to promotion and incorporation of different types of Companies.
- Unit II Laws related to contract with special reference to its performance, breach and remedies.
- Unit – III Consumer protection laws and rights of consumers.
- Unit – IV Basic provisions of pollution control, environment protection and intellectual property rights.
- Unit – V Laws related to mergers & acquisitions in view of the multinational companies operating in India.

SCHEME OF EXAMINATION:

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

PATTERN FOR EXTERNAL EVALUATION:

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

SUGGESTED READINGS:

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

CORPORATE GOVERNANCE

Course No. CP : 403

Max. Marks : 80

Min. Pass Marks : 32

Objective: - The develop understanding of Corporate Governance among students to enable them to think analytically & critically on issues concerning corporate Governance.

Course Content

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

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, Narasimhan Committee Recommendations.

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

Unit V: Evaluation of Corporate Governance : Methods & Criteria, Globalisation of Corporate Governance, Emerging Trends.

SCHEME OF EXAMINATION:

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

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4x8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3x16 = 48 Marks.

Reference Books:-

1. Baxi, C.V. and Prasad Ajit (2005) : Corporate Social Responsibility, Excel Books.
2. Robert A.G. Monks & Nell Minow, Corporate Governance, 3rd Edition.
3. N. Gopaldasamy : Corporate Governance, Wheeler Publishing, 1998.
4. John L. Colley Jr (etal) : Corporate Governance, 1st Edition.
5. McGegor, Lynn : The Human face of Corporate Governance, Palgrave Publications, 2000.

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MASTER OF BUSINESS ADMINISTRATION (F-T)

COURSE CURRICULUM

SEMESTER – FOURTH

ELECTIVE – INTERNATIONAL BUSINESS

SESSION 2010-2011

EXPORT-IMPORT PROCEDURES. DOCUMENTATION AND LOGISTICS

COURSE NO. FELIB-1

Max Marks (Ext. Exam) : 80

Min. Pass Marks : 32

OBJECTIVE:

The aim of the course is to acquaint the students with the export-import procedures, documentation and logistics.

COURSE CONTENTS :

Unit– I Documentation Framework-Exim Documentation; International Business Contracts; Types, formation, Elements, Legal Dimensions, Dispute Settlement.

Unit– II Instruments and methods of Financing Exports including credit and collections, Uniform custom and practices (UCP); Business Risk Coverage-Cargo, Credit and Foreign Exchange Risk Coverage, Cargo Insurance.

Unit – III Foreign Exchange Regulations and Formalities; Quality Control and Pre-shipment; Inspection Concept Scheme and Procedures ; Role of Clearing and Forward Agents'; Excise clearance of cargo; Shipment of Export Cargo; Custom Clearance of Export Cargo; Custom Clearance of Import Cargo.

Unit – IV Negotiations of Documents with Banks; Procedures and documentation for availing export incentives-Duty draw backs, Import Licensing and other incentives; Processing of an Export Order.

Unit – V World Shipping : Structure, Liners, and Tramps, Conference System; Freight and structure. Indian Shipping : Trends, Structure, Concepts of Dry Port, Containerization, Machinery for Consultation; Air Transport: International set-up, Freight rate structure.

SCHEME OF EXAMINATION:

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

PATTERN FOR EXTERNAL EVALUATION:

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

4 x 8 = 32 Marks

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

3 x 16 = 48 Marks

SUGGESTED READINGS:

1. Bhalla, V.K. & S. Ramu, 'International Business Environment & Management', 5th ed., Delhi, Anmol, 2001.
2. Desai, H.B. 'Indian Shipping Perspectives', Delhi Anupam Publications 1988
3. Govt, of India, Handbook of Import-Export Procedures.
4. Paras Ram, Export: 'What, Where and How', Delhi, Anupam Pub. 1995.

List of cases and specific references including research papers, articles and books will be announced in the class at the time of launching the course.

INTERNATIONAL ECONOMIC ORGANISATIONS & REGIONAL BLOCKS

COURSE NO. FELIB-2

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVE :

To familiarise the students with the functioning of the international economic organisations and their changing role in the context of globalisation of the world economy and theory of economic integration and its impact on trade and investment flows among the regions and on global economy.

COURSE CONTENTS:

Unit – I International Economic Organisations and Development Diplomacy : Regimes and regimes theory.

Unit – II International Organisations as international institutions; International Monetary Fund (IMF) : World Bank Group-International Bank for Reconstruction and Development (IBRD), International Development Agency (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA).

Unit – III General Agreement on Tariffs and Trade (GATT); World Trade Organisation (WTO), United Nations Conference on Trade and Development (UNCTAD); International Labour Organisation (ILO).

Unit – IV Economic Integration and endogenous growth.

Unit–V Selected Regional Blocks-NAFTA, EU, ASEAN, SAARC, Globalisation Vs. Regionalisation.

SCHEME OF EXAMINATION:

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

PATTERN FOR EXTERNAL EVALUATION:

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

4 x 8 = 32 Marks

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

3 x 16 = 48 Marks

SUGGESTED READINGS:

1. Balassa, Bela, 'Theory of Economic Integration', London, George Allen & Unwin Ltd., 1961.
2. Bhalla, V.K. World Economy in 90s : A Portfolio Approach, Delhi, Anmol Pub Pvt. Ltd. 1990.
3. Dreze, Jean and Sen, Aamrtya. 'Indian Development: Selected Regional Perspective', Delhi Oxford University Press, 1997.
4. Jackson, J. 'The World Trading System', Cambridge, Mass : MIT Press 1994.
5. Krugman, Paul R. and Obstfeld, M. 'International Economies', 3rd ed., USA, Harper Collins Pub. 1994.
6. Machlup F. 'A History of Thought on Economic Integration', London Macmillan, 1977.
7. Bhalla, V.K. 'International Monetary Corporation', Delhi, Anmol, 1992.
8. Heent, Diana. 'Economic Theories of Development : An analysis of competing Paradigms', Hemel Hempstead : Harvester wheat sheaf 1989.
9. Keohane, Robert O. International 'Institutions and state Power : Essays in International Relations Theory', Boulder : West view, 1989.

List of cases and specific references including research papers, articles and books will be announced in the class at the time of launching the course.

GLOBAL HUMAN RESOURCE MANAGEMENT

COURSE NO. FELIB-3

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVE :

The objective of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organisations.

Unit – I	Global Business; Growth and Evolution; Environmental Variables in Global Business; Human and Cultural Variables in Global Organisations.
Unit – II	Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study.
Unit – III	Structural Evolution of Global Organisation; Cross Cultural Leadership and Decision Making.
Unit – IV	Cross cultural Communication and Negotiation; Human Resource Management in Global Organisation.
Unit – V	Ethics in International Business, Western and Eastern Management thoughts in the Indian context.

SCHEME OF EXAMINATION:

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

PATTERN FOR EXTERNAL EVALUATION:

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

4 x 8 = 32 Marks

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

3 x 16 = 48 Marks

SUGGESTED READINGS:

1. Adler, N.J. 'International Dimensions of Organizational Behaviour', Boston, Kent Publishing 1991.
2. Bartlett, C and Ghoshal S. 'Transnational Management', Text Cases and Readings in Cross Border Management Chicago, Irwin, 1995.
3. Dowling, P.J. etc 'International Dimensions of Human Resource Management', 2nd ed California Wadsworth, 1994.
4. Hofstede, G. 'Cultures Consequence : International Differences in Work Related Values', London, Sage, 1984.
5. Marcic, D and Puffier, S. M. 'Management International Cases Exercises and Readings St. Paul', West Publishing 1994.
6. Mead, R. 'International Management : Cross Cultural Dimensions', Blackwell, Camb.,Mass., 1994.
7. Ronen, S. 'Comparative and Multinational Management', New York John Wiley, 1986.

List of cases and specific references including research papers, articles and books will be a

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MASTER OF BUSINESS ADMINISTRATION (F-T)

COURSE CURRICULUM

SEMESTER – FOURTH

**ELECTIVE – SMALL BUSINESS AND
ENTREPRENEURSHIP MANAGEMENT**

SESSION 2010-2011

ENTREPRENEURSHIP DEVELOPMENT & ENTERPRISE MANAGEMENT

COURSE NO.: FELSM-1

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVE :

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

COURSE CONTENTS :

- Unit – I Entrepreneurial traits, types and significance, Definitions, characteristics of Entrepreneurial types, Role and importance of entrepreneur in economic growth, Entrepreneurial Development.
- Unit – II Entrepreneurial Input; Entrepreneurial Behaviours and entrepreneurial motivation, Achievement and Management success, Entrepreneurial success in rural area. Establishing Entrepreneurs System, Technical assistance, marketing assistance, sickness of units and remedial assistance; Preparation of feasibility reports and legal formalities and documentation.
- Unit – III Entrepreneurship and its role in economic development, Problems of industrialization in underdeveloped countries with special reference to India, Industrial policy.
- Unit – IV Mechanics of setting of new enterprises-size and location, optimum units – its meaning and determinants; size of industrial units in India. Theory of industrial location factors determining the industrial location. Regional distribution of industrial activity in India.
- Unit – V Feasibility studies technical, marketing and financial; Managerial problems of new enterprises; production purchasing, financing, labour and marketing problems. Facilities provided by different institutions and Agencies in India, financing facilities for new enterprises, marketing and other facilities.

SCHEME OF EXAMINATION:

Total Marks : (Internal 30, External 70) = 100 Marks

PATTERN FOR EXTERNAL VALUATION:

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

4 x 8 = 32 Marks

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

3 x 16 = 48 Marks

SUGGESTED READINGS:

1. Caticts A Dalley : 'Entrepreneurial Management Going All out for Results', (McGrawHill, 1971).
2. Clelland, D.C. and D.G., Winer : 'Motivating Economic Achievement', (New York 1969).
3. Drucker, Peter, 'Innovation and Entrepreneurship', East -West Press (P) Ltd. 1992.
4. Cliffton, Davis S and Fyfie, David E, 'Project Feasibility Analysis', 1977 John Wiley, New York.
5. Desai, A.N. 'Entrepreneur & Environment', 1990. Ashish, New Delhi.
6. Drucker, Peter, 'Innovation and Entrepreneurship', 1985, Heinemann, London.
7. Jain Rajiv, 'Planning a Small Scale Industry : A Guide to Entrepreneurs', 1984 S. S. Books, Delhi.

List of cases and specific references including research papers, articles and books will be announced in the class at the time of launching the course.

SMALL BUSINESS ENVIRONMENT AND MANAGEMENT

COURSE NO.: FELSM - 2

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVE :

The objective of this course is to analyse and develop an understanding of socio-economic-political environment of small business and to develop an understanding of the overall management process in a small business unit, particularly in a developing economy.

COURSE CONTENTS:

- Unit – I Small Business in Indian Environment- Economic, Social, Political, Cultural and Legal; Policies Governing Small Scale Units; Industrial Policies and Strategies relating to Small Scale sector.
- Unit – II Technological Know-how and Appropriate Technology : Quality Circles and Productivity and linkage between small and Big Business. Organizational Structure and other Characteristics of small firms.
- Unit – III Special Problems in the Management of Small Business in various Functional Areas like Finance, Marketing, Production and Personnel; Sickness in the Small Scale Sector.
- Unit – IV Modernisation of Small and Village Industries; Training programmes and Consultancy Services.
- Unit – V Institution Assisting Export Promotion of Small Business in India; Export Promotion Councils, Global Perspective of Small Business in selected Countries.

SCHEME OF EXAMINATION:

Total Marks : (Internal 30, External 70) = 100 Marks

PATTERN FOR EXTERNAL VALUATION:

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

4 x 8 = 32 Marks

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

3 x 16 = 48 Marks

SUGGESTED READINGS:

1. Desai, Vasant, 'Organization and Management of Small Scale Industry', Bombay, Himalaya, 1979.
2. -----, Small Scale Industries and Entrepreneurship, Bombay Himalaya, 1995.
3. Papola, T.S. 'Rural Industrialization Approaches and Potential', Bombay Himalaya 1982
4. Pickle, Hal B and Abrahamjon, Royee, L. 'Small Business Management', 5th Ed. New York, John Wiley 1990.
5. Schumacher, E.F. 'Small is Beautiful', New Delhi, Rupa, 1990.
6. Vepa, Ram N. 'How to Success in Small Industry', New Delhi, Vikas, 1984.

List of cases and specific references including research papers, articles and books will be announced in the class at the time of launching the course.

FINANCE & MARKETING FOR SMALL BUSINESS

COURSE NO.: FELSM-3

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVE :

The objective of this course is to familiarise the participants with the various modes of Small Business Financing.

COURSE CONTENTS :

- Unit – I Financial Management in Small Industries, Financial needs of Small Business-types of capital requirements; Cash Management Problems; Sources of finance for small business in India: Indigenous bankers, public deposits, State Finance Corporations, Industrial Co-operatives, adequacy and appropriateness of funds from banking and non-banking financial intermediaries;
- Unit – II Monetary Policy of the Reserve Bank of India for Small Business, Financial Assistance from the Central and State Government, Small Scale Industries and Financial Allocation and Utilization under Five Year Plans- a Critical Appraisal.
- Unit – III Basis for Competition; Structural Analysis of Industries; Generic Competitive Strategies;. Framework for Competition Analysis; Market Signals; Competitive Moves; Technology of Competitive Advantage.
- Unit – IV Strategy towards Buyers and Suppliers; Strategic Groups with in Industries, Competitive Strategy in Declining Industries; Competitive Strategy in Global Industries.
- Unit – V Strategic Analysis of Integration Capacity Expansion; Strategies of Entering into New Businesses; Portfolio Techniques in Competitor Analysis; Techniques of Conducting Industry Analysis.

SCHEME OF EXAMINATION:

Total Marks : (Internal 30, External 70) = 100 Marks

PATTERN FOR EXTERNAL VALUATION:

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

4 x 8 = 32 Marks

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

3 x 16 = 48 Marks

SUGGESTED READINGS:

1. Albert, Kenneth J. 'The Strategic Management Handbook', New York, McGraw Hill, 1983.
2. Allio, Robert J. 'The Practical Strategist : Business and Corporate Strategy in the 1990' : California. Ballinger, 1988.
3. Ansoff, H.I. 'Implanting Strategic Management', Englewood Cliffs, Prentice Hall Inc. 1984.
4. Harnel, Gary and Prahlad, C.K. 'Competing for the future', Boston, Harvard Business School Press, 1994.
5. Bhalla, V.K. 'Financial Management and Policy' 2nd ed., New Delhi, Anmol, 1998.
6. Bhattacharya, CD. 'Public Sector Enterprises in India', Allahabad, Kitab Mahal, 1990.
7. Desai, Vasant, 'Small Scale industries and Entrepreneurship', Bombay, Himalaya, 1995.

List of cases and specific references including research papers, articles and books will be announced in the class at the time of launching the course.

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MASTER OF BUSINESS ADMINISTRATION (F-T)

COURSE CURRICULUM

SEMESTER – FOURTH

ELECTIVE – RETAIL MARKETING MANAGEMENT

SESSION 2010-2011

RETAIL CONCEPTS AND PRACTICES

Course No. : FEL-RTLTM – 01

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

Objective :- To enable students to identify and understand the significance of retailing in the current business environment, develop guidelines to build a retailing business, after studying retail organizations design, structure, location factors and space management.

Course Contents :-

- Unit 1 : Introduction to retail management, The concept of retailing, Nature and Scope, Functions of Retailers, Planning and Forecasting in retailing.
- Unit 2 : Indian and Global Retail Environment. The evolution of retail in India, the rise of the retailer, challenges and changes impacting retail development in India.
- Unit 3 : Types of Retail Stores, Retail Models and theories of retail development, the future of retailing.
- Unit 4 : Organization design and structure in Retail, Retail formats, HR management in Retail.
- Unit 5 : Space Management, Factors, Affecting Store Location, Layout and Design.

SCHEME OF EXAMINATION:

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

PATTERN FOR EXTERNAL EVALUATION:

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

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.

MARKETING CONCEPTS IN RETAIL MANAGEMENT

Course No. : FEL-RTLTM – 02

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 1 : Segmentation, Targeting, Positioning and consumer behaviour in retail marketing, pricing policies and techniques.
- Unit 2 : Merchandise Management, Retail Merchandising, Mercantile Planning and its process, buying systems, tools used for mercantile functions, evaluating mercantile performance.
- Unit 3 : Supply chain management in retailing, management of service and quality in retailing.
- Unit 4 : Retail Marketing mix, Retail communication mix, Role of advertising, Sales promotion, Public relations and Personal selling in retailing.
- Unit 5 : Customer relationship management in retailing, building and sustaining relationships in retailing, Servicing the retail customer.

SCHEME OF EXAMINATION:

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

PATTERN FOR EXTERNAL EVALUATION:

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

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.

RETAIL STRATEGIES AND OPERATIONS

Course No. : FEL-RTLTM – 03

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

Objective :- 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.

Course Contents :-

- Unit 1 : Retail stores operations. Mall management, setting objectives for retailers' performance, Management of retail brand.
- Unit 2 : Retail strategies, Retail marketing strategy, Finance and location strategies for retailing.
- Unit 3 : Market research for retail management, Trading area analysis Research before and after setting up a retail store.
- Unit 4 : Retail management information system, Information gathering and processing, Application of I.T. to retail management.
- Unit 5 : Financial aspects of retail, Retail audit and measures of performance evaluation.

SCHEME OF EXAMINATION:

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

PATTERN FOR EXTERNAL EVALUATION:

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

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 Publishing Co.