

# Saurashtra University

RAJKOT

(Accredited Grade A by NAAC)



Faculty of Business Management

Syllabus

For

Master of Business Administration  
(Banking & Finance)

Choice Based Credit System

**Effective From**

**JULY - 2016**

## ***Ordinance & Regulations***

**O. MBA (B&F) 01. Admission:** Admission to the programme will be given to the sponsored candidates of cooperative banks / other working executives who have obtained their graduation degree from any recognize university or its equivalent degree. First preference will be given to the candidates who have been sponsored by the co-operative bank / institutes in admission.

### **O.M.B.A (B&F).-2**

The duration of this programme is 2 years and 6 month consisting of five semester which will be required to completed within 5 year from the date of his/her first admission in the University.

### **O.M.B.A. (B&F) -3**

Medium of instruction & Examination shall be English.

### **O.M.B.A. (B&F) – 4**

The intact for the programme is limited to 60 seats

### **O.M.B.A. (B&F) - 5**

The Choice Based Credit System (CBCS) Programme of the University is a comprehensive and continuous evaluation programme and minimum attendance as per 0.98 or in case of bonafide reason it shall be condoned by the head of the department subject to maximum of 10 percent.

### **O.M.B.A. (B&F) -6**

The Head of Department shall have to take appropriate measures against Ragging & Gender problems arising in the University Department. In case of occurrence of any such incident the violator shall be dealt with very seriously and appropriate stringent action be taken by the head of Department by observing principle of nature justice. The head of Department may appoint a committee to inquire in to the matter which will also observe the principle of nature justice. The committee will submit its report to the head of Department who will forward the, same with his comment there upon to the University Registrar for taking further necessary action in the matter.

### **O.M.B.A. (B&F) -7**

If a candidate at an University Semester End Examination fails to obtain minimum marks for passing in particular course he / she will be required to reappear in that course without keeping term for that semester. The candidate will have to reappear in the semester and examination by paying fresh examination fee along with an application form. Such a candidate when obtains minimum or more than minimum marks for passing in the course, his/her marks of reappearace will be carried forward for award of class/CGPA.

### **O.M.B.A. (B&F) -8**

Admission granted by the University Department to any student shall be provisional till the PG registration is made by the University & in case of admission is granted on the bases of provisional eligibility certificate the conditions & instructions given by the University should be compiled within the time limit fixed by the University or latest by the beginning of second semester otherwise term kept by the such a student will be forfeited and no fees on any account will be refunded.

### **O.M.B.A. (B&F) -9**

Students will be provided class room teaching on weekends and holidays decided by the department along with guidance / counseling through lectures via internet, if required.

### **O.M.B.A. (B&F) -10**

In case of seats are vacant admitting authority will observe the reservation policy of the state / central government / UGC

## **Regulation:**

### **R.M.B.A. (B&F) -1**

Candidate must forward their application for admission to University examination through the Head of the department to the Registrar of the university along with the fees prescribe by the university in the prescribe form on or before prescribed date with a certificate of attendance duly signed by the Head of the Department.

### **R.M.B.A. (B&F) -2**

Internal evaluation shall be within the exclusive purview of the Head of Department which requires purity, transparency accuracy in the evaluation & assessment of students. The benefits of re-assessment scheme will not be made available to the students in this regard.

## **R.MBA(B&F) 3. CHOICE BASED CREDIT SYSTEM (CBCS) IN MBA PROGRAMME**

### **3.1. Definitions:**

- “**University**” means the Saurashtra University.
- “**Post Graduate Programme**” means Masters Degree Programme in the faculty of Business Management.
- “**Student**” means student admitted to Post Graduate Programme in Business Management under these Regulations.
- “**Degree**” means Post Graduate Degree in Business Management.
- “**Board of Studies**” means PG Board of Studies of the University in the Business Management/subjects concerned.
- “**Academic Council**” means Academic Council of the University.
- “**Departmental Academic Council (DAC)**” means Council of the Department consisting of its faculty who would consider and decide on the academic matters.
- “**Fee**” means the fee prescribed by the University.
- “**Credit**” means the unit by which the course work is measured. In these Regulations, One Credit means one hour of Class room Teaching.
- “**Semester**” means an academic term constituting 26 weeks (inclusive of examination schedule). Each semester shall have at least fifteen weekend of direct class room teaching excluding Tutorials, Counseling, and Self Learning and Evaluation etc. Odd Semesters shall be from mid June to mid December and Even Semesters shall be from mid December to mid June. The Academic Year shall be of bi-semesters.
- “**Grade Letter**” means the alphabet indicating the performance of a student in a particular course. It is the transformation of the scaled marks secured by the student in a Course. Grade letters are O, A, B, C, D, E, and F.
- “**Grade Point**” means the numerical weightage allotted to each stratum of scaled marks corresponding to each ‘Grade letter’
- “**Credit Points**” means the product of ‘credits assigned to the course’ and ‘the Grade Point secured for the same course by the student’.
- “**Semester Grade Point Average (SGPA)**” measures the performance of a student in a given Semester. The SGPA is the ratio of the ‘total credit points earned by the student in all the courses of a programme in the concerned the semester’ and the ‘total number of credits assigned to the courses of the Programme in that Semester’.
- “**Cumulative Grade Point Average (CGPA)**” means the Cumulative Grade Point weighted average of SGPA computed on the basis of the following formula for the entire Programme.

### **3.2. Main features of the Choice Based Credit System (CBCS) shall remain as the following:**

- 3.2.1 A student shall be evaluated through CCA (Comprehensive Continuous Assessment) and Semester End Examination. The distribution of marks between the CCA and the Semester end examination shall be in the ratio of 30:70.

3.2.2 Each course shall be assigned a specific number of credits.

### 3.3 CBCS Programme Structure

3.3.1 PG Programmes in the CBCS shall be offered within the Semester pattern.

3.3.2 The duration of an Academic year shall consist of two semesters.

**R.MBA(B&F) 4 The following shall be the teaching and examination scheme of the programme.**

#### Semester - I

No	Course No.	Course Title	C	IM	EM	TM
1	161100080101	Principles of Management	4	30	70	100
2	161100080102	Accounting for Managers	4	30	70	100
3	161100080103	Management Information Systems	4	30	70	100
4	161100080104	Fundamentals of banking & insurance	4	30	70	100
5	161100080105	Managerial Communication- Seminar Course	4	30	70	100
		Total	20	150	350	500

#### Abbreviations:

C= Credits IM= Internal Marks EM= External Marks TM=Total Marks

#### Semester II

No	Course No.	Course Title	C	IM	EM	TM
1	161100080201	Marketing Management	4	30	70	100
2	161100080202	Finance Management	4	30	70	100
3	161100080203	Economics and Environment for Business	4	30	70	100
4	161100080204	Banking operations management	4	30	70	100
5	161100080205	Human Resource Management- Seminar Course	4	30	70	100
		Total	20	150	350	500

#### Semester -III

No	Course No.	Course Title	C	IM	EM	TM
1	161100080301	Organisation Behaviour	4	30	70	100
2	161100080302	Operations Management	4	30	70	100
3	161100080303	Basics of Quantitative Techniques & Operation Research	4	30	70	100
4	161100080304	Legal & regulatory aspects of banking And Microfinance	4	30	70	100
5	161100080305	Consumer Behaviour Seminar course	4	30	70	100
		Total	20	150	350	500

#### Semester IV

No	Course No.	Course Title	C	IM	EM	TM
1	161100080401	Indian Financial System	4	30	70	100
2	161100080402	Business Research	4	30	70	100
3	161100080403	Strategic Management	4	30	70	100
4	161100080404 OR 161100080405	Leveraging technology & Basics of international banking OR Risk Management*	4	30	70	100
5	161100080406	Customer Relationship Management in Banking & Insurance- Seminar Course	4	30	70	100
		Total	20	150	350	500

\*students can opt any one paper out of two (Department head will provide this option if there are sufficient number of students and based on availability of faculty)

#### Semester V

No	Course No.	Course Title	C	IM	EM	TM
1	161100080501	Comprehensive Project Report	08	-	200	200
		Total	08	-	200	200

#### O.MBA (B&F) 04. EVALUATION METHODS

The CBCS is student centric not only in the teaching-learning processes but also in their evaluation process. In CBCS, the evaluation process is divided into two parts under the CBCS. The first part consists of Comprehensive Continuous Assessment (CCA) and the second part consists of the Semester End Examination. The concerned faculty shall be accountable for transparency and reliability of the entire evaluation of the student in the concerned Course.

A candidate will be required to obtain at least 40 percent minimum marks in internal as well as in SEE.

A question paper for the exam shall not expect the students to reproduce the answers by the memorizing the topics, but it shall rather examine the candidates' creativity, comprehension, problem solving ability, interpretation and awareness capabilities.

##### 4.1 **The framework for Comprehensive Continuous Assessment:**

Although assessment and evaluation process in CBCS is in continuous mode, for the purpose of finally letting the candidate know his/her progress periodically, an assessment is divided into four discrete components for reporting the scores to the student as earned by him or her.

The Continuous Assessment of students will be carried out as per Saurashtra University circular issued from time to time.

4.2 In case a student fails to secure 12 out of 30 in the CCA he/she shall not be allowed to appear for the SEE.

4.3 The duration of the semester end examination shall be 3 hours per course.

A candidate is required to secure 40 percentage of marks (including internal and semester end exams) to pass the examination.

##### **Project/Dissertation work:**

1. Comprehensive Project Report will start after the final examination of semester four. For this purpose student has to taken a practical training of eight week of any banking organization / Industry (preferably their own Bank). On the bases of this training students have to submit his/her report to the Department for the purpose.
2. This project report will be prepared under the supervision of the faculty member assigned by the Head of the department for this purpose.
3. Comprehensive Project report shall be submitted in triplicate duly typed and bound in the standard approved size for dissertations by the University. This should be submitted for evaluation to the Department.

4. The Evaluation of project report & Viva-Voce test will be conducted by the Board of examiners consisting of at least two examiners appointed by the university.
5. The semester wise number of courses and internal, external and Total examination marks structure are as under:

Sr. No.	Semester	Courses	Total Internal Marks	Total External Marks	Total Marks
1	I	5	150	350	500
2	II	5	150	350	500
3	III	5	150	350	500
4	IV	5	150	350	500
5	V	project		200	200
<b>Total Marks in MBA Programme</b>			<b>600</b>	<b>1600</b>	<b>2200</b>

The Head of the Department in consultation with the subject teacher will decide the pedagogy of the courses in the beginning of each of the semester.

#### **O. MBA (B&F) 05. Course Credit and Project Guidance:**

- For Comprehensive Project Preparation students will be allotted guide by the Head of the Department among the faculties on random basis. Respective faculty members will provide the guidance and accordingly students will prepare his/her written report.
- Comprehensive Project: 05 Students Projects Guidance will equal to 10 hours of teaching.
- **The Scheme of Evaluation of Project Studies:**
  - (a) Comprehensive project will be commenced in fifth semester however the title of the project will be assigned during the fourth semester. The duration of the project will be of 8 to 10 weeks. Report shall be submitted in the fifth semester on the date fixed by the department. The project report is equivalent to four courses (total 400 marks). The written part of the project shall account for 200 marks and the viva voce shall account for 200 marks. The project will be evaluated by the Board of Examiners to be duly appointed by the university.

The marks obtained by the candidates in the project report shall be forwarded by the head of the department to the university.

#### **O.MBA (B&F) 06. PROMOTION, RE-ADMISSION RULES & MAXIMUM TIME FOR COMPLETION OF COURSE**

##### **6.1 Rules of promotion shall be as under:**

- 6.1.1 From semester I to semester II, if a student undergoes a regular course of study of the semester I and fulfills the required criterion of attendance and secures minimum 12 (out of 30) marks in the internal assessment component.
- 6.1.2 From semester II to semester III, if a student undergoes a regular course of study of the semester II and fulfills the required criterion of attendance and secures the minimum 12 (out of 30) marks in the internal assessment component of semester II and register for semester II End examination.
- 6.1.3 From semester III to semester IV, if a student undergoes a regular course of study of semester III and fulfills the required criterion of attendance and secures the

- minimum 12 (out of 30) marks in the internal assessment component of semester III and clears all the of Semester I and II.
- 6.1.4 From semester IV to semester V, if a student undergoes a regular course of study of semester IV and fulfills the required criterion of attendance and secures the minimum 12 (out of 30) marks in the internal assessment component of semester IV and clears all the of Semester I, II and III.
- 6.1.5 If the candidate has any backlog on account of semester I to IV his / her result of semester V will not be dickered.

### **O.MBA (B&F) 07. PROCEDURE FOR AWARDING THE GRADES**

7.1 The computation for the Semester Grade Point Average (SGPA) and cumulative grade point average (CGPA) shall be as follows:

SGPA: (Semester Grade Performance Average) = Sum of all GPs in the Semester / Sum of credits completed in the semester

CGPA: (Cumulative Grade Performance Average) = Sum of all GPs in Semester / Sum of Credits up to the end of course

Minimum Passing Grade is E

Each Letter Grade has a Corresponding Grade Point assigned as Follows:

Marks out of 100	Grade Points	Grade
90 – 100	10	O
80 – 89	9	A
70 – 79	8	B
60 – 69	7	C
50 – 59	6	D
40 – 49	5	E
1 – 39	4	F

Award of Class

Class Name	Lower Limit	Upper Limit
Fail	0.00	39.99
Pass Class	40.00	47.99
Second Class	48.00	59.99
First Class	60.00	69.99
First Distinction	70.00	100.00

### **O.M.B.A. (B&F) – 08 :**

There will be theory examination (where it is prescribed in the syllabus) up to the semester 4 and practical training and viva voice at the end of 5<sup>th</sup> Semester.

### **O.M.B.A. (B&F) – 9 :**

In addition to the above Ordinances and Regulations, the provisions made by the regulating authority, PG rules of the university, and examination rules shall be treated as the part of these Ordinances & Regulations.

# MBA SEMESTER – I

(Effective from June – 2016)

## PRINCIPLES OF MANAGEMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A. (B&F)	I		161100080101	Principles of Management	4	30	70	3 Hours

### COURSE OBJECTIVES

The objectives of this paper are to familiarize the student with basic management concepts and processes in the organization.

### COURSE CONTENT

Unit - 1	Introduction
	Historical Development, Definition of Management, Science or Art, Management and Administration, Development of Management Thought Contribution of Taylor and Fayol, Functions of Management,
Unit – 2	Planning
	Nature & Purpose, Steps involved in Planning, Objectives, Setting Objectives and Process of Managing by Objectives, Strategies, Policies & Planning Premises, Forecasting, and Decision-making, Holistic decision making
Unit - 3	Organizing
	Nature and Purpose, Formal and Informal Organization, Organization Chart, Structure and Process, Departmentation by difference strategies, Line and Staff authority – Benefits and Limitations – De-Centralization and Delegation of Authority – Staffing – Selection Process - Techniques – HRD – Managerial Effectiveness
Unit – 4	Directing
	Scope, Human Factors, Creativity and Innovation, Harmonizing Objectives, Leadership, Types of Leadership Motivation, Hierarchy of Needs, Motivation theories, Motivational Techniques, Job Enrichment Theories of leadership, Concept of Inspiration.
Unit – 5	Controlling
	System and process of Controlling, Requirements for effective control, The Budget as Control Technique, Information Technology in Controlling, Productivity, Problems and Management, Control of Overall Performance

### TEXT BOOKS

- Stoner, Freeman & Gilbert Jr. - Management (Prentice Hall of India, 6th Edition or later edition)
- Wehrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective, Tata Mc Graw Hill, 12th Edition 2008)

### REFERENCE BOOKS

- Massie, Joseph L., *Essentials of Management*, Pearson Education,
- Robbins S.P. and Decenzo David A. - *Fundamentals of Management: Essential Concepts and Applications* (Pearson Education, 5th Edition)

- Tripathy PC and Reddy P.N, “Principles of Management”, Tata McGraw-Hill, 2008.
- Prasad L.M., Principles & Practice of Management, Sultan Chand & sons, New Delhi, 2008.
- Prasad Manmohan, Management – Concepts and Practice, Himalay Publishing House, Mumbai
- Gupta C.B., Management-Theory & Practice, Sultan Chand & sons, New Delhi, 2008.
- Rao VSP and Krishna V.H., Management – Text & Cases, Excel Books, New Delhi



## ACCOUNTING FOR MANAGERS

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A (B&F).	I		161100080102	Accounting for Managers	4	30	70	3 Hours

### COURSE OBJECTIVES

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

### COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> <li>• <b>Overview of Accounting</b> <ul style="list-style-type: none"> <li>- Introduction of Accounting - Concept – Users – Terminology -Assumption – GAAP – Accounting Equation –</li> <li>- Postulates – Concepts &amp; Principles – Defining the Term Accounting Standard – Benefits of Accounting Standards – Standard Setting in India – Scope of Accounting Standards – Brief Overview of Accounting Standards in India.</li> </ul> </li> </ul>
Unit – 2	<ul style="list-style-type: none"> <li>• <b>Recording Business Transactions</b> Accounts – Classification – The Double Entry System – Recording Transaction – Posting – Balancing of Accounts - Trial Balance</li> <li>• <b>Measuring Business Income and Expenditure</b> Income Measurement – Adjustment Process – Preparation of Financial Statements with Adjustments – Accounting Cycle</li> <li>• <b>Completing The Accounting Cycle</b> Work Sheet – Closing Entries – Post Closing Trial Balance – Preparation of Final Accounts with Adjustments.</li> <li>• <b>Accounting For Merchandising Transactions</b> Income Measurement – Revenue from Sales – Cost of Goods Sold – Operating Expenses – Classified Financial Statements</li> </ul>
Unit - 3	<ul style="list-style-type: none"> <li>• <b>Internal Control Systems-Cash And Receivables</b> Concept –</li> <li>• <b>Inventories</b> Concepts –</li> <li>• <b>Fixed Assets and Depreciation</b> Depreciation Concept</li> <li>• <b>Liabilities</b> Concepts –</li> <li>• <b>Shareholder's Equity</b> Share Capital – Dividends – Accounting for Share Capital (Only Concept) – Preference Share Capital – Treasury Stock – Bonus Share – EPS – Stock Options – Reserves</li> </ul>
Unit – 4	<ul style="list-style-type: none"> <li>• <b>Financial Statement Analysis</b> Objectives – Standards of Comparison – Sources of Information – Quality of Earnings – Techniques of Financial Statements Analysis - Horizontal, Common Size and Trend Analysis– Ratio Analysis –Analysis of Cash Flow Statement – Corporate Disclosure Policy</li> </ul>
Unit – 5	Analysis of Cash Flow Statement – Corporate Disclosure Policy

### TEXT BOOKS

- Narayan Swamy, Financial Accounting, Prentice Hall of India, New Delhi, 2011, 4th Edition
- Gupta Ambrish, Financial Accounting for Management, Pearson Education, New Delhi, 2009, 3rd Edition
- Anthony Robert, Hawkins David F., & Merchant K.A., Accounting, Tata McGraw Hill Publishing Company Limited, New Delhi, 2008, 12th Edition.
- Sanjay Dhamija, Financial Accounting for Managers, Pearson, 1st edition

### REFERENCE BOOKS

- J. Madegowda, Accounting for Managers, Himalya Publishing House, 2nd edition, 2012
- Ramachandran N. and Kakani R., Financial Accounting for Management, Tata McGraw Hill Publishing Company Limited, New Delhi, 2008, 2nd Edition
- Bhattacharya Aashish, Financial Accounting, Prentice Hall of India, New Delhi, 2005
- Warren C.S., Reeve J.M. and Duchac J.E., Financial Accounting, Cengage Learning, 2009.
- Horngreen, Foster & Datar, Financial Accounting, Prentice Hall of India, New Delhi, 2008.
- Bhattacharya S K and Dearden J. Accounting for Management Text and Cases. New Delhi, Vikas, 2007.
- Bhayani S.J., Cases in Finance and Control, Saurashtra University Publication, Rajkot, 2006.



## MANAGEMENT INFORMATION SYSTEMS

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A (B&F).	I		161100080103	Management Information Systems	4	30	70	3 Hours

### COURSE OBJECTIVES

To develop basic understanding about Information Systems, its development and role in Organization at various levels and gain insight into e-commerce.

### COURSE CONTENT

Unit - 1	Information Systems & Modern Organizations
	Information Systems: Definition and Concepts - The evolution of Information Systems – Organizations: Structure & IS support - IS support at different Organizational Levels – Changing Role of IS Department
Unit – 2	Managing Data, Information and Networks
	Basics of Data arrangement and Access - The traditional file environment - Databases: The Modern Approach - Data Warehousing & Data Mining – Networks – Network Communications Software – Applications of Communication Systems
Unit - 3	Functional and Enterprise Systems
	Information Systems to support Business Functions - Transaction Processing Information Systems - Accounting and Finance Systems - Marketing and Sales Systems - Production and Operation Systems - Human Resource Management Systems - Integrated Information systems and Enterprise Resource Planning
Unit – 4	Information system development
	Information system Planning - The traditional System Development Life Cycle (SDLC) - Alternative methods of Systems Development – Systems Development outside the IS Department
Unit – 5	E – Commerce Models for Organizations and Applications
	Foundations of E-commerce - Models of E-commerce and applications –Business-to-Consumer (B2C) - Business-to-Business (B2B) - Consumer-to-Business (C2B) - Consumer-to-Consumer (C2C) - Governmental Models of E-commerce - Infrastructure and E-commerce support services - Legal and Ethical Issues in Electronic Commerce

### TEXT BOOKS

- Efraim Turban, R. Kelly Rainer Jr. & Richard E. Potter, “Introduction to Information Technology”, 2nd Edition, John Wiley & Sons, Inc.

### REFERENCE BOOKS

- Waman S. Jawadekar, “Management Information Systems”, 4th Edition, Tata McGraw hill, New Delhi
- Loudon & Loudon, “Management Information Systems”, PHI, New Delhi
- Schultheis, Sumner, “Management Information Systems”, Tata McGraw hill, New Delhi
- O’Brien “Management Information Systems” Galgotia, New Delhi

## FUNDAMENTALS OF BANKING & INSURANCE

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A. (B&F)	I		161100080104	Fundamentals of Banking & Insurance	4	30	70	3 Hours

### COURSE OBJECTIVES

- The objective of the course is to familiarize the students with the basic practices of banks, methods of mobilization of resources in banks and also initiate to principles of insurance.

### COURSE CONTENT

Unit - 1	Introduction to Indian Banking and financial system
	Evolution of Banking, Structure of Indian Banking System, Types of banks, Commercial Banks, Cooperative Banks, RRBs, Local area banks, Development banks, Payment banks, Small banks etc. Reserve Bank of India, functions and role of Reserve Bank of India
Unit – 2	Banker & Customer
	Definition of banking, banker & customer, General and special relations of banker and customer, rights and obligation of banker and customer, Banker's general lien, right of set off, secrecy of customer's account, statutory obligation to pay cheques, Relevant provisions of the Negotiable Instruments Act relating to payment and collection of cheques.
Unit - 3	Mobilization of Resources
	Share capital, bonds, borrowing deposits, types of depositors, Individual, Proprietor, Partnership, Limited Company, Limited liability partnership, HUF, Trusts, Society, SHG, Public Undertaking etc., their legal status, Deposit products. Regulation relating to KYC Norms, Risk categorization of customers and scrutiny of transactions in customer's accounts.
Unit – 4	Introduction of Insurance and kinds of Insurance
	Evolution of Insurance, Development of Insurance service in India, Definition, purpose and need of Insurance, nature and characteristics, classification of Insurance, Life and General Insurance, Insurance Organizations in India, elements of Insurance Contracts, fixing of premium, Reinsurance.
Unit – 5	Practical Exposure, Bank Management:
	Basic Management functions, Planning, Human Resource Management, Corporate Governance, Capital Adequacy Ratio, Asset Liability Management. Departmental set-up in banks at Head Office and Branches, functions of different Departments, important books of accounts, computerized accounting, security and control system, Audit & Inspection.

### REFERENCES

- TANNON'S BANKING Law and Practice in India  
- WADHWA & CO, Nagpur
- Banking Law and Practice  
P.N. Varshaney  
- Sultan Chand & Sons
- Principles & Practices of Banking  
- Indian Institute of Banking & Finance  
Macmillan
- Reference: Cooperative Banking.  
Indian Institute of Banking & Finance  
- Macmillan  
RBI's Master Circulars.

## MANAGERIAL COMMUNICATION – SEMINAR COURSE

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A. (B&F)	I		161100080105	Managerial Communication	4	30	70	3 Hours

### COURSE OBJECTIVES

The course is aimed at equipping the students with the necessary Skills and Techniques of Communication that are useful in developing skills of communicating effectively.

### COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> <li>• <b>Nature and Process of Communication :</b> Definition, Classification, Purpose, Process (Two-way), Elements, Major Problems in Communication, Barriers to Communication, Seven C's, Conditions and Characteristics for Successful communication, Universal Elements in Communication, Case-study &amp; Activities</li> <li>• <b>Organizational Communication:</b> Importance, Communication training for Managers, Communication Structures in Organizations, Line and Staff Management, Workplace Communication, Case-study &amp; Activities</li> </ul>
Unit – 2	<ul style="list-style-type: none"> <li>• <b>Writing Skills:</b> The Art of Writing, Skills required in Written Communication, Purpose, informative Writing, Persuasive Writing, Clarity in Writing, Principles of Effective Writing, Case-study &amp; Activities</li> <li>• <b>Speaking Skills &amp; Conversation Skills:</b> The Art of Speaking, Importance, Principles, Guidelines, Barriers, Aspects of Oral Communication, Conversation Meaning, Application of Conversation Control, Case-study &amp; Activities</li> <li>• <b>Non-Verbal Skills:</b> Meaning, Characteristics, Classification, Advantages, Guidelines, Case-study &amp; Activities</li> <li>• <b>Listening Skills:</b> Meaning, Anatomy of Poor Listening, Features of a Good Listener, Guidelines to improve it, Role Play, Case-study &amp; Activities</li> </ul>
Unit - 3	<ul style="list-style-type: none"> <li>• <b>Presentation Skills:</b> Meaning, Difference between Presentation &amp; Lecture, Designing Your Presentation, Delivering the presentation, Essentials of Presentation, Role of Technology in Presentation, Case-study &amp; Activities</li> <li>• <b>Negotiation Skills:</b> Meaning, Nature, Need, Factors Affecting, Process, Strategies, Case-study &amp; Activities</li> </ul>
Unit – 4	<ul style="list-style-type: none"> <li>• <b>Business Letters, Memos, and E-mails :</b> Writing Routine Pleasant Letters, Writing a 'Persuasive Letter', Writing Memos, essentials of Good Business letters and Memos, Form and Layout of Business letters, Writing E-mails, Case-study &amp; Activities</li> <li>• <b>Business Reports:</b> Meaning, Difference between Essays &amp; Reports &amp; Journals, Purpose, Kinds of Reports, Objectives of a Report, Writing Reports, Basic and Subsidiary Parts of Report, Short and Long Formal Reports format, Visual aids in reports, Case-study &amp; Activities</li> <li>• <b>Summer Project Reports:</b> Meaning, Difference between SPR &amp; Business/Technical Reports, Guidelines for Writing Summer Project Report, Writing the Project Proposal, Components, Project Presentation, Case-study &amp; Activities</li> </ul>

Unit – 5	<ul style="list-style-type: none"> <li>• <b>Business Etiquette:</b> Meaning, Introductions, Telephone Etiquette, Business Dining, Interaction with foreign Visitors, Business Manners of Different Countries, Case-study &amp; Activities</li> </ul>
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**TEXT BOOKS**

- P.D. Chaturvedi and Mukesh Chaturvedi , Business Communication(3rd Edition), Pearson Education, New Delhi.

**REFERENCE BOOKS**

- Asha Kaul, Effective Business Communication, Prentice Hall of India Private Limited, New Delhi- 110 001.
- Urmila Rai and S.M.Rai, Business Communication, Himalaya Publishing House.
- Lesikar, Pettit and Flatley, Basic business Communication, Tata McGraw Hill Co., New Delhi.



# MBA SEMESTER – II

(Effective from December – 2016)

## MARKETING MANAGEMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A. (B&F)	II		161100080201	Marketing Management	4	30	70	3 Hours

### COURSE OBJECTIVES

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

### COURSE CONTENT

Unit - 1	Introduction to Marketing: Meaning, Elements of marketing, Company orientations towards the marketplace, Demand management The Marketing environment, Concept of Marketing information system and marketing research
Unit – 2	Understanding consumer behaviour and Industrial buyers. Market segmentation, Targeting and positioning
Unit - 3	Product decisions – product mix, product life cycle, new product development Pricing – objectives, factors affecting and methods Promotion decisions – promotion mix – advertising, sales promotion, publicity and personal selling
Unit – 4	Channel management – Selection, Co-Operation and Conflict Management Services Marketing – Meaning, Characteristics, Marketing Mix
Unit – 5	Rural marketing in India – origin & present scenario E – Marketing – Specifically marketing through internet and mobile. Factors affecting e – marketing

### TEXT BOOKS

- Kotler and Koshy, Marketing Management, A South Asian Perspective, Pearson Education, New Delhi, 12/e

### REFERENCE BOOKS

- Kotler, Philip, Marketing Management, Pearson Education, New Delhi
- Saxena Rajan, Marketing Management, Tata Mc Graw Hill, New Delhi, 2007
- Arun Kumar and N. Meenakshi, Marketing Management, Vikash Publishing house, New Delhi, 2007

## FINANCIAL MANAGEMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A. (B&F)	II		161100080202	Financial Management	4	30	70	3 Hours

### COURSE OBJECTIVES

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

### COURSE CONTENT

Unit - 1	Understanding the Meaning of Financial Management, Financial Management: Definition, Scope, Goal, Function, Agency Theory; Financial System; Functions, Structure, Players, Role. Concepts of Time Value
Unit – 2	Understanding Working Capital Management as a Decision to Create Value for the Business 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
Unit - 3	Understanding Investment Decision and Various Steps Involved Nature of Investment Decision, Techniques of Investment Decision; Discounted and Non-Discounted Techniques
Unit – 4	Understanding Financing Decision and Various Sources of Finance Meaning of Leverage, Theory of Capital Structure, Relevance and Irrelevance of Capital Structure, Arbitraging, Sources of Long-Term Finance; Shares, Debentures and Term Loans, Leasing and Hire Purchase and Venture Capital
Unit – 5	Understanding Dividend Decision, Theory and Practice Contemporary Issues and Projects by Students Various Models of Relevance and Irrelevance, Approaches towards Dividend Theory.

### TEXT BOOKS

- Pandey I.M., Financial Management, Vikas Publishing House, New Delhi, 9th Edition
- Chandra, Prasanna, Financial Management – Theory and Practice, Tata McGraw-Hill Publishing Company, New Delhi, 7th Edition
- Van Horne & Wachowicz Jr. Fundamentals of Financial Management, Pearson Education, New Delhi, 12th Edition
- Chauhan P.L., Financial Management, Saurashtra University, Rajkot, 2010

### REFERENCE BOOKS

- Gitman, Managerial Finance, Pearson Education, New Delhi, 2008.
- Maheshwari S.N. Financial Management, Sultan Chand & Sons, New Delhi, 2008.
- Khan & Jain, Financial Management, Tata McGraw Hill Publishing Co., New Delhi, 2008.
- Ravi Kishor, Financial Management, Taxmann's Allied Services Pvt. Ltd., New Delhi, 2008.
- Bhayani S.J., Cases in Finance and Control, Saurashtra University Publication, Rajkot, 2006.

## ECONOMICS AND ENVIRONMENT FOR BUSINESS

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A. (B&F)	II		161100080203	Economics and Environment for Business	4	30	70	3 Hours

### COURSE OBJECTIVES

To acquaint the participants with concepts and techniques used in Micro-Economic theory and to enable them to apply this knowledge in business decision making and to create understanding about environment of business and to acquaint the students with emerging trends in business environment.

### COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> <li>• <b>Introduction</b> Economic theory and managerial theory, managerial economist's role and responsibilities, incremental principle, opportunity cost principle, discounting principle, and equi-marginal principle</li> </ul>
Unit – 2	<ul style="list-style-type: none"> <li>• <b>Demand and Revenue Analysis</b> Demand, Types of demand, Determinants of Demand, Demand function, Demand elasticity, Demand and Revenue relationship</li> <li>• <b>Production analysis and Input demand</b> Production function, Production analysis in the Short and Long run, stages of production, estimation of production function, law of variable proportions, law of returns scale.</li> <li>• <b>Cost and Supply analysis</b> Cost concept, Cost function, Cost output relationship in the short and long run, economies and diseconomies of scale</li> </ul>
Unit - 3	<ul style="list-style-type: none"> <li>• <b>Price determinations under different market conditions</b> Characteristics of different market structures, price determination and firm's equilibrium in short run and long run under perfect competition, monopolistic competition, oligopoly and monopoly</li> </ul>
Unit – 4	<ul style="list-style-type: none"> <li>• <b>Introduction to Business Environment</b> Meaning, Types of Environment, Competitive structure of industries, Environment analysis and Strategic Management, Environment analysis, Approaches to environment analysis, Steps in Environmental forecasting, Types of forecasting</li> <li>• <b>Natural and Technological Environment</b> Natural Environment, Technological Environment, Technological leadership and followership, Technology and competitive advantage, Sources of technological dynamics, Impact of technology on globalization, Transfer of Technology</li> <li>• <b>Societal Environment</b> Business and Society, Objectives and importance of business, Professionalization, Business ethics, Business and culture, Religion, Culture and organisational behaviour</li> <li>• <b>Consumer rights, Consumerism and Business</b> Consumer rights, Exploitation of consumers, Consumerism, Consumer Protection, UN guidelines for Consumer protection, Consumer protection and consumerism in India, Consumer protection Act</li> </ul>
Unit – 5	<ul style="list-style-type: none"> <li>• <b>Privatisation and Disinvestment</b> Expansion of Public sector and its defects, Ways of privatisation, Obstacles to privatisation, Benefits of Privatisation, Arguments against privatisation, Sins and pitfalls of privatisation, Disinvestment policy</li> </ul>

### TEXT BOOKS

- Gupta G. S., Managerial Economics, Tata McGraw Hill Co., New Delhi, 2006
- Francis Cherunilam, Business Environment, Himalaya Publishing House, New Delhi
- Saleem S., Business Environment, Pearson Education, New Delhi, 2007
- H. Craig Petersen and W. Cris Lewis, Managerial Economics, Prentice Hall of India Pvt. Ltd., New Delhi

### REFERENCE BOOKS

- Managerial Economics by Geetika, Payali Ghosh, Parba Roy Chaudhary published by TMH
- Chopra O. P., Managerial Economics, Tata McGraw Hill, New Delhi
- V. L. Mote, S. Paul and G. S. Gupta, Managerial Economics- Concepts and Cases, Tata McGraw Hill
- I. C. Dhingra, Essentials of Managerial Economics, Sultan Chand & Sons
- R.L. Varshney and K. L. Maheshwary, Managerial Economics, Sultan Chand & Sons
- Adhikari M., Business Economics, New Delhi, Excel Books
- Justin Paul, Business Environment, Tata McGraw Hill, New Delhi
- Aswathappa, Business Environment, Himalaya Publishing House, New Delhi



## BANKING OPERATIONS MANAGEMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
MBA (B&F)	II		161100080204	Banking operations management	4	30	70	3Hours

### COURSE OBJECTIVES

- To familiarize students about banking operations relating to allowing loans & advances as also investment of surplus funds.

### COURSE CONTENT

Unit - 1	
	<ul style="list-style-type: none"> <li>Principles of bank lending, safety, liquidity, purpose, security, types of borrowers, individual, partnership, Limited Company etc. and their legal powers to borrow – Characteristics of good security.</li> </ul>
Unit – 2	<ul style="list-style-type: none"> <li>Understanding a borrower</li> </ul>
	<ul style="list-style-type: none"> <li>Data to be received in application</li> <li>Presanction inspection</li> <li>Analysis and interpretation of borrower's Balance sheet and Project – Financial viability and technical feasibility.</li> <li>Assessment of finance required for investment &amp; working capital.</li> </ul>
Unit - 3	<ul style="list-style-type: none"> <li>Types of advances</li> </ul>
	<ul style="list-style-type: none"> <li>Term loans, overdrafts, cash credit, Bill finance</li> <li>Relevant provisions of:                             <ul style="list-style-type: none"> <li>(a) The Indian Contract Act</li> <li>(b) The Transfer of Property Act</li> </ul> </li> <li>Secured and unsecured advance – Third party Guarantee charging a security – Pledge, hypothecation, mortgage etc.</li> </ul>
Unit – 4	<ul style="list-style-type: none"> <li>Documentation for Loans and Advances</li> </ul>
	<ul style="list-style-type: none"> <li>Demand and Usance Promissory Notes</li> <li>Continuing Security Letter</li> <li>Agreement of terms and conditions</li> <li>Letter of Pledge</li> <li>Deed of Hypothecation</li> <li>Acknowledgement of Debt</li> <li>Letter of Guarantee</li> <li>Mortgage Deed for Immovable Property</li> <li>Stamping, execution and registration of documents</li> <li>Disbursement and monitoring of advances</li> <li>Recovery Management</li> </ul>
Unit – 5	<ul style="list-style-type: none"> <li></li> </ul>
	<ul style="list-style-type: none"> <li>Investment of Funds</li> <li>Funds of Cash Reserve Ratio and Statutory Liquidity Ratio</li> <li>Surplus funds' investment in Government Securities, Stock Exchange Securities, Call Money – Purchase, sale and valuation of securities</li> </ul>

## REFERENCES

Bankers' Handbook on Credit Management

- Indian Institute of Banking and Finance
- Macmillan

Banking Strategy, Credit Appraisal and Lending Decisions

- Hrishikesh Bhattachary
- Oxford University Press

Tannon's Banking Law and Practice

- Wadhwa & Co, Nagpur

Treasury Management

- Indian Institute of Banking & Finance
- Macmillan

Principles and Practices of Banking

- Indian Institute of Banking and Finance
- Macmillan
- Reference RBI's Master Circulars



## HUMAN RESOURCE MANAGEMENT –SEMINAR COURSE

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A. (B&F)	II		161100080205	Human Resource Management	4	30	70	3 Hours

### COURSE OBJECTIVES

The Objective 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 CONTENT

Unit - 1	<ul style="list-style-type: none"> <li>Understanding Human Resource Management</li> </ul>
Unit – 2	<ul style="list-style-type: none"> <li>Strategic Human Resource Management</li> <li>Human Resource Planning</li> </ul>
Unit - 3	<ul style="list-style-type: none"> <li>Analyzing Work and Designing Jobs</li> <li>Recruitment, Selection and Induction</li> <li>Training, Development and Career Advancement</li> <li>Performance Appraisal and Performance Evaluation</li> </ul>
Unit – 4	<ul style="list-style-type: none"> <li>Remuneration, Incentive and Performance-based Payments</li> <li>Managing employee benefits and services</li> <li>Employee Empowerment</li> <li>Dispute Resolving &amp; Grievance Management</li> </ul>
Unit – 5	<ul style="list-style-type: none"> <li>Trade Unions- Functions and its role</li> <li>Evaluating HRM effectiveness</li> </ul>

### TEXT BOOKS

- Aswathappa K. Human Resource and Personnel Management Tata McGraw Hill, New Delhi, 1997
- Tiwari T.D. & Chauhan P.L.” Emerging Issues in Human Resource Management” Shanti Prakashan, Delhi -2005
- Tiwari T.D. & Chauhan P.L.” Framework of Human Resource Management and Industrial Relation” Shanti Prakashan, Delhi -2007

### REFERENCE BOOKS

- Holloway, J.ed. Performance Measurement and Evaluation. New Delhi, Sage, 1995.
- Monappa, A. & Saiyadain M. Personnel Management. 2<sup>nd</sup> ed., New Delhi, Tata McGraw-Hill, 1996.
- Stone, Lloyed and Leslie W.Rue, Human Resource and Personnel Management Richard D. Irwin, Illinois, 1984.

# MBA SEMESTER – III

(Effective from June – 2017)

## ORGANISATION BEHAVIOUR

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A. (B&F)	III		161100080301	Organisational Behaviour	4	30	70	3 Hours

### COURSE OBJECTIVES

To familiarize the students with basic organisation process to bring about organisational behaviour. Develop ability to observe, understand and analyse the behaviour within the organisation. Helpful in developing basic skills to deal with the ongoing behavioural dynamics and contribute to organisational effectiveness.

### COURSE CONTENT

Unit - 1	Fundamentals of Organizational Behavior
	Organization, Management and Organisational Behaviour, Theories of Management leading to Organisational Behaviour, Role of culture in Management, Challenges of the changing world of the work, Current concerns for Organisations.
Unit – 2	Understanding Dynamics of Individual Behaviour
	<ul style="list-style-type: none"> <li>• <b>Personality predispositions and managerial effectiveness</b> Personality - Values, Attitudes and Beliefs - Argyris's Maturity-Immaturity Continuum - Managerial Relevance</li> <li>• <b>Perception</b> Perceptual Process - Factors Influencing the Perceptual Process - Factors Affecting Perceptual Throughput Process</li> <li>• <b>Motivation and work performance</b> Motive, Motivation, Motivating - Theories of Motivation in Brief Overview (Need Hierarchy, Theory X and Y, Hygiene Theory, Achievement Motivation Theory, ERG Theory) - Is Motivation Culture-Bound and How Can Indian Managers Motivate Employees?</li> <li>• <b>Reinforcement</b> Reinforcement Theory - Behaviour Modification - Individual and Organisational Learning Process - Reinforcement Strategies - Implication of Reinforcement Theories and Schedules for managers - Relationship between Motivation and Performance</li> </ul>
Unit - 3	Understanding Dynamics of Behaviour in Group
	<ul style="list-style-type: none"> <li>• <b>Group dynamics in organization</b> Synergy Through Groups, Group Dynamics, Different Modes of Decision making in Groups, Group Effectiveness, Stages of Group Development, The manager's Role in Group and the Decision making Processes, teams, how managers can tap in to groups and make them an organisational Resources</li> <li>• <b>Management of Stress</b> Impact of Stress on Individuals - Personality Prepositions and Experiences Stress - Sources of Stress - Stress Management</li> <li>• <b>Conflict Management and Negotiation</b> Nature of Conflict- Dynamics of Conflict-</li> <li>• <b>Leadership and Managerial Effectiveness</b> Leadership as an Influencing Process - Theories of Leadership - Leader Behaviour Theories - Contingency Theories of Leadership - Likert's System Four and The Managerial Grid</li> </ul>

Unit – 4	Organization Development and Change process
	Quality of life- Organisation Development- Organisational Culture- Values and OD- Planned change- Implications for Managers
Unit – 5	Emerging aspects of Organisational Behaviour
	Conditions affecting Multinational Operations

#### TEXT BOOKS

- K. Aswathappa, Organisational Behaviour, Himalaya Publishing House Pvt. Limited, 2008
- John W Newstrom, Organizational Behaviour, Tata McGraw Hill Publishing Company Limited, New Delhi, 2007

#### REFERENCE BOOKS

- Parikh & Gupta, Organisational Behaviour, Tata McGraw Hill Publishing Company Limited, New Delhi, 2010
- Sekran Uma, Organisational Behaviour, Tata McGraw Hill Publishing Company Limited, New Delhi, 2006
- P. Subba Rao, Management and Organisational Behaviour (Text and Cases), Himalaya Publishing House, 2012
- Debra L. Nelson and James Campbell Quick, Organizational Behaviour, Cengage Learning India Private Limited, 2009
- Kumar Arun and Minakshi N., Organisational Behaviour, Vikas Publishing House Private Limited, 2009



## OPERATIONS MANAGEMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A. (B&F)	III		161100080302	Operations Management	4	30	70	3 Hours

### COURSE OBJECTIVES

The Course is designed to acquaint the students with decision making in: Planning, schedule and control of Production and Operation functions in both manufacturing and service organization.

### COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> <li>• <b>Operations Management : Trends and Issues</b> Introduction – Current Trends in Manufacturing in India – Service as a Part of Operations – Operations as a Key Functional Area in an Organization – Operations Management</li> <li>• <b>Operations Strategy</b> Relevance of Operations Strategy – Strategy Formulation Process – Measures to Ensure Operational Excellence – Strategic Options for Operations – Emerging Trends and Implications for Operations</li> </ul>
Unit – 2	<ul style="list-style-type: none"> <li>• <b>Design of Processes</b> Determinants of Process Characteristics – Types of Processes and Operations Systems – Process Product matrix – Process Design Issues in Service Systems – Technology Issues in Process Design – Planning Premises and Process Implications</li> <li>• <b>Product Development Process</b> Role of Product Development in Competitiveness – Product Development Process-Organization for Product Development – Tools for Efficient Product Development – Performance Measures for Product Development Process – Management Accounting Tools for Product Development</li> </ul>
Unit - 3	<ul style="list-style-type: none"> <li>• <b>Capacity and Aggregate Planning</b> Meaning – Types of Capacity – Measurement of Capacity – Capacity Decision – Capacity Planning – Capacity Changes – Types of Capacity Planning – Aggregate Production Planning – Adjusting Capacity to Meet Demand – Demand Management – Hierarchical and Collaborative Planning – Aggregate Planning for Services</li> </ul>
Unit – 4	<ul style="list-style-type: none"> <li>• <b>Plant Location</b> Meaning – Need - Nature of Location Decisions – Procedure – Factors Affecting Location Decisions – Methods of Evaluating Location Alternatives</li> <li>• <b>Plant Layout</b> Layout Planning – Need – Objectives – Significance – Factors Influencing Layout Choices – Principles – Types – Layout Planning and Design – Layout Tools and Techniques</li> </ul>
Unit – 5	<ul style="list-style-type: none"> <li>• <b>Supply Chain Management</b> Concept – Components of Supply Chain – Supply Chain Management: A Process Orientation – Supply Chain Structure – Measures for Supply Chain Performance – Design of Supply Chains – Role of IT in Supply Chain Management</li> <li>• <b>Inventory Management</b> Concepts - Importance – Types – Inventory Cost – Inventory Models – EOQ – Inventory Control Systems – “Q” System – “P” System - Selective Inventory Control Management (ABC, FSN, SDE, HML Analysis) - EOQ – MRP – JIT</li> <li>• <b>Total Quality Management</b> Definitions of Quality – Total Quality Management – Quality Management Tools</li> </ul>

**TEXT BOOKS**

- Mahadevan B., Operations Management, Pearson Education, New Delhi, 2008
- Russel & Taylor, Operations Management, Pearson Education, New Delhi, 2008
- Chase, Jabocs and Acquiliano, Operations Management, Tata McGraw Hill, New Delhi, 2009.

**REFERENCE BOOKS**

- Krajawski & Ritzman, Operations Management, Pearson Education, New Delhi, 2003
- Bedi Kanishka, Production and Operations Management, OXFORD University Press, New Delhi, 2006.
- Chunawala & Patel, Production and Operation Management, Himalaya Publishing House, Mumbai, 2002
- Bhatt K.S., Production and Operation Management, Himalaya Publishing House, Mumbai, 2003



## BASICS OF QUANTITATIVE TECHNIQUES & OPERATION RESEARCH

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
MBA (B&F)	III		161100080303	Basics of Quantitative Techniques & Operation Research	4	30	70	3 Hours

### COURSE OBJECTIVES

The objective of the course is to make the students familiar with basic Knowledge of QT & OR. The main focus is on its application in business decision-making.

### COURSE CONTENT

Unit - 1	
	<ul style="list-style-type: none"> <li>• <b>Basics of quantitative techniques and operation research</b></li> <li>- Quantitative Approach to Decision Making: Quantitative Analysis and Computer-based Information Systems.</li> <li>- <b>Operation research:</b> Definition, characteristics, phases, scope and limitations of OR.</li> </ul>
Unit – 2	
	<ul style="list-style-type: none"> <li>• <b>Linear Programming</b></li> <li>Formulation of Linear Programming Problems - General Statement of Linear Programming Problems - Assumption Underlying Linear Programming - Graphic Methods - Simplex Method - Two-Phase Method</li> </ul>
Unit - 3	
	<ul style="list-style-type: none"> <li>• <b>PERT and CPM</b></li> <li>PERT/CPM Networks - Network Analysis - Resource Analysis and Allocation - Programme Evaluation and Review Technique (PERT) - Difference between PERT and CPM</li> <li>• <b>Decision Theory</b></li> <li>One-stage Decision Making Problems - Multi-stage Decision Making Problems: Decision Tree - Utility Theory: Utility as Basis for Decision-making</li> </ul>
Unit – 4	
	<ul style="list-style-type: none"> <li>• <b>Theory of Games</b></li> <li>Game Models - Two-Persons Zero-Sum Games and their Solution - Solution of <math>2 \times n</math> and <math>m \times 2</math> Games - Solution of <math>m \times n</math> Games – Formulation and Solution as an LPP - Limitations of the Game Theory</li> </ul>
Unit – 5	
	<ul style="list-style-type: none"> <li>• <b>Transportation and Transshipment Problems</b></li> <li>Problem Statement - Solution to Transportation Problem-The Simplex Method-The Transportation Method-North-West Corner Rule-Least Cost Method-Vogel's Approximation Method-Stepping-stone Method-The Modified Distribution Method (MODI)</li> </ul>

**TEXT BOOKS**

- Vohra N.D., Quantitative Techniques in Management, Tata McGraw Hill Publishing Company Limited, New Delhi, 2007.

**REFERENCE BOOKS**

- Khanna R.B., Quantitative Techniques for Managerial Decisions, Prentice – hall of India Pvt. Ltd, New Delhi, 2007
- Hillier Frederick, Introduction to Operations Research, Tata McGraw Hill Publishing Company Limited, New Delhi



**LEGAL & REGULATORY ASPECTS OF BANKING  
AND MICROFINANCE**

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
MBA (B&F)	III		161100080304	Legal & Regulatory Aspects of Banking and Microfinance	4	30	70	3 Hours

**COURSE OBJECTIVES**

To provide the students basic understanding of legal framework that is formulated for regulation as well as proper functioning of banks – Important role of banks contains endeavouring for financing small entrepreneurs and generate employment in the Country – Study of activities relating to microfinance will make the students understand how banks are doing this type of business.

**COURSE CONTENT**

Unit - 1	
	Relevant sections of – The Banking Regulations Act The Reserve Bank of India Act The Gujarat Cooperative Societies Act The Multi State Cooperative Societies Act
Unit – 2	
	Relevant sections of – The Indian Contract Act The Indian Partnership Act The Companies Act, 1956
Unit - 3	
	The Stamp Acts (State & Central) The Registration Act The Prevention of Money Laundering Act The SARFAESI Act The Limitation Act The Consumer Protection Act, 1987 The Foreign Exchange Management Act, 1999 The Banking Ombudsman Scheme, 2006 The Bankers' Books Evidence Act, 1891
Unit – 4	
	Microfinance: Definition, meaning & scope Models of microfinance Financial Inclusion Micro financial products & services Risk Management Operational aspects
Unit – 5	
	Micro, Small and Medium Enterprises – Definitions Bank lending to priority sector.

## REFERENCES

- 1 All the Acts listed in the Course
- 2 Micro Finance – Perspectives & Operations
  - Indian Institute of Banking & Finance
  - Macmillan
- 3 Legal and Regulatory Aspects of Banking
  - Indian Institute of Banking & Finance
  - Macmillan



## CONSUMER BEHAVIOUR Seminar Course

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A. (B&F)	III		161100080305	Consumer behaviour	4	30	70	3 Hours

### COURSE OBJECTIVES

The basic objective of this course is to develop and understanding about the Decision-making process and its applications in marketing function of firms.

### COURSE CONTENT

Unit - 1	Introduction to Consumer Behavior
	Consumer Behavior, its origin and strategic applications, Development of marketing concept, Customer value, satisfaction and retention, Marketing ethics and Social responsibility , Consumer Research , Market segmentation.
Unit – 2	Consumer motivation and Consumer Personality
	Motivation needs and goals, Dynamics of motivation, Measurement of motives, Nature of personality, Personality theories, Personality traits, Brand personality, self image.
Unit - 3	Consumer perception, learning and attitudes
	Elements and dynamics of perception, Consumer imagery, Perception of risk and Risk handling, Elements of consumer learning, Behavioral and cognitive learning theories, attitude, structural models of attitude, Attitude formation and strategies of attitude change.
Unit – 4	Reference groups, Family influence, culture influence on Consumer Behavior
	Concept of reference groups, Family decision making, functions of family, Concept of culture, sub cultures, cross cultural consumer behavior , Cross cultural consumer analysis.
Unit – 5	Consumer decision making process
	Opinion leadership, dynamics of opinion leadership , motivation, interpersonal flow of communication, diffusion of innovations, adoption process, consumer innovator profile , four views of consumer decision making, Model of consumer decision making.

### TEXT BOOKS

- Schiffman and Kanuk, Consumer Behaviour, PHI, New Delhi, India.

### REFERENCE BOOKS

- Blackwell, Miniard and Engel, Consumer Behavior, Cengage Learning India Private Limited, New Delhi, 2009
- Michael R. Solomon, Consumer Behavior – buying, Having and Being, PHI Learning Private Limited, New Delhi, 2009.

# MBA SEMESTER – IV

(Effective from December – 2017)

## INDIAN FINANCIAL SYSTEM

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A. (B&F)	IV		161100080401	Indian Financial System	4	30	70	3 Hours

### COURSE OBJECTIVES

The main objectives of this course are to help to learn the various financial services and their role in the overall financial system.

### COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> <li>• <b>Financial System – An Introduction</b> Introduction – Components – Functions – Designs – Nature and Role of Financial Institutions and Financial Markets</li> <li>• <b>The Financial Systems and the Economy</b> Macro Economic Framework Analysis for Exploring the Role of the Financial System in the Economy – National Income Accounts Flow of Funds Accounts – Trends in Saving and Investments – Relationship between Financial System and Economic Growth Indian Financial Systems in the Pre-reforms Period – Objectives of Financial System Reforms</li> </ul>
Unit – 2	<ul style="list-style-type: none"> <li>• <b>Money Market</b> Introduction – Treasury Bills: Types – Commercial Paper – Commercial Bills – Certificate of Deposits – Call/Notice Money Market - Money Market Intermediaries – Money Market Mutual Funds – Link Between Money Market and Monetary Policy in India – Tools for Managing Liquidity in the Money Market</li> <li>• <b>Debt Market</b> Introduction – Private Corporate Debt Market – Public Sector Undertaking Bond Market – Government Securities Market – Guidelines Relating to Diversification of Activities by PDs</li> <li>• <b>Derivatives Market</b> Introduction – Benefits – History – Types of Financial Derivatives – Features of Derivatives Market – Traders in Derivatives Market - Derivatives Market in India – Forward and Futures – Futures Trading Strategies – Options – Options Trading Strategies – Derivatives Trading in India.</li> <li>• <b>New Financial Instruments</b></li> </ul>
Unit - 3	<ul style="list-style-type: none"> <li>• <b>Banking and Non-Banking Institutions</b> Banking Institutions – Development of Banking in India – Schedule Commercial Banks – Regional Commercial Banks - Reforms in Banking Sector – Priority Sector Lending – Risk Management in Indian Banks – Investment in SLR Securities- Financial Performance of Schedule Commercial Banks – Cooperative Banks – Financial Inclusion - Non-Banking Financial Companies Management of Non-performing Assets by Banks – Tools Available to Banks to Manage their NPAs</li> </ul>

Unit – 4	<ul style="list-style-type: none"> <li>• <b>Mutual Funds</b> Introduction – History – Types of Schemes – Risks in Mutual Funds – NAV - Organization – Association of Mutual Funds in India – Role of Intermediaries in the Indian Mutual Fund Industry Unit Trust of India – Growth and Performance of Mutual Funds in India</li> <li>• <b>Insurance</b> Introduction – Origin and Development – Opening up of Insurance Sector – IRDA – Health Insurance – Insurance Intermediaries – Risk Management - General Insurance – Reinsurance – Micro Insurance - GIC &amp; LIC</li> </ul>
Unit – 5	<ul style="list-style-type: none"> <li>• <b>Factoring and Forfeiting</b> History – Types – Mechanism - Legal Aspects – Advantages &amp; Limitations</li> <li>• <b>Credit Rating</b> Concept – Factors Affecting Assigned Rating - International Credit Rating Agencies - Credit Rating in India – Functions – Benefits and Disadvantages of Credit Rating – Types of Rating - Credit Rating Agencies in India – CRISIL – ICRA – CARE – ONICR</li> <li>• <b>Financial Regulations</b> <b>SEBI:</b> Power &amp; Functions of SEBI, Achievement of SEBI. <b>RBI:</b> Objectives, Origin of RBI, Legal Framework, Functions</li> </ul>

#### TEXT BOOKS

- Pathak Bharati, Indian Financial System, Pearson Education, New Delhi, Second Edition
- Sasidharan K. and Mathews Alex, Financial Services and System, Tata McGraw Hill Publishing Company, 2008.

#### REFERENCE BOOKS

- Gurusamy S., Financial Services and System, Vijay Nicole Imprints Pvt. Ltd., Chennai, 2008.
- Machiraju H.R., Indian Financial System, Vikash Publishing House Pvt. Ltd., New Delhi, 2008
- Khan M.Y., Indian Financial System, Tata McGraw Hill, New Delhi, 2008
- Deodhar & Abhyankar, Indian Financial System, Himalaya Publishing House, Mumbai, 2008.

## BUSINESS RESEARCH

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A. (B&F)	IV		161100080402	Business Research	4	30	70	3 Hours

### COURSE OBJECTIVES

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making. The Course also helps to instill discrimination in using research appropriately and effectively.

### COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> <li>• <b>Research – an introductory approach:</b> Meaning and definition of research, Characteristics of research, motivating for research, approaches of research.</li> <li>• <b>Research Methods and Techniques:</b> Case survey, survey, experimental, field investigation, evaluation, laboratory, business game, focus group discussion.</li> </ul>
Unit – 2	<ul style="list-style-type: none"> <li>• <b>Formulation of research problem and proposal.</b></li> <li>• <b>Reviewing the literature.</b></li> <li>• <b>Research design:</b> Definition, characteristics, components, types of research design: descriptive, diagnostic, exploratory and experimental.</li> </ul>
Unit - 3	<ul style="list-style-type: none"> <li>• <b>Collection of data:</b> Primary and secondary data, methods of primary data collection, questionnaires, observations, interview, types of secondary data, advantages and disadvantages of secondary data.</li> <li>• <b>Sampling:</b> Introduction, meaning and definition, characteristics, types of sampling: random, stratified random, systematic, cluster, multistage sampling, probability and non-probability sampling. Scaling technique.</li> </ul>
Unit – 4	<ul style="list-style-type: none"> <li>• <b>Process of data:</b></li> <li>• <b>Editing, Coding, classifications and tabulation.</b></li> <li>• <b>Analysis and interpretation of data and testing of hypothesis:</b> Hypothesis formulation, level of signification, degree of freedom, t-test, F-test, Chi-square test, ANOVA, Z-test</li> </ul>
Unit – 5	<ul style="list-style-type: none"> <li>• <b>Writing and presenting Research project report.</b></li> </ul>

### TEXT BOOKS

- Coper D.R. and Schindler P.S., Business Research Methods, Tata McGraw Hill, New Delhi, 2005.

### REFERENCE BOOKS

- C.R.Kotheri, Research Methodology, Methods & Techniques, Wishwa Prakashan, New Delhi.
- J.K.Sachdeva, Business Research Methodology, Himalaya Publishing House.
- David J. Luck and Ronald S.Rubin, Marketing Research, PHI Learning Private Limited, New Delhi, 2009.

## STRATEGIC MANAGEMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A. (B&F)	IV		161100080403	Strategic Management	4	30	70	3 Hours

### COURSE OBJECTIVES

The objective of this course is to give an understanding about importance of strategic management in a dynamic environment for business. It helps students to learn about different strategy options, appropriate selection and effective implementation and control.

### COURSE CONTENT

Unit - 1	Fundamentals of Strategic Management
	<ul style="list-style-type: none"> <li><b>Introduction</b> Evolution of Strategic management and business policy- understanding strategy- strategic decision making- phases of strategic management process and model of strategic management process</li> <li><b>Hierarchy of Strategic Intent</b> Strategic intent- Vision- Mission- Business Definition- Business Model- Goals and objectives</li> </ul>
Unit – 2	Environmental Analyses
	<ul style="list-style-type: none"> <li><b>Environmental Appraisal</b> Internal and External environment- environmental sectors- environmental scanning- environment appraisal</li> <li><b>Organisational Appraisal</b> Dynamics of Internal Environment- organisational capability factors- considerations in organizational appraisal- methods and techniques for organizational appraisal- structuring organizational appraisal</li> </ul>
Unit - 3	Strategy formulation
	<ul style="list-style-type: none"> <li><b>Corporate level strategies</b> Concentration, Integration, Diversification, Internationalisation, Co-operation, Digitalisation, Stability, Retrenchment and Restructuring</li> <li><b>Business level strategies</b> Foundations of business level strategies- industry structure and positioning of firm in industry- generic business strategy- tactics for business strategies- business strategies for different industry conditions- business strategies and internationalization and digitalization</li> </ul>
Unit – 4	Strategic Analyses and Choice
	Process of strategic choice- strategic analysis- subjective factors in strategic choice- contingency strategies- strategic plan
Unit – 5	<ul style="list-style-type: none"> <li><b>Implementation of strategy and control</b> Implementation of strategy – structural implementation- behavioral implementation- functional and operational implementation</li> </ul>

### TEXT BOOKS

- Kazmi Azhar, Business Policy and Strategic Management, Tata McGraw Hill, New Delhi, Third Edition

## REFERENCE BOOKS

- John A. Pearce II and Richard B. Robinson, Strategic Management, Tata McGraw Hill, New Delhi (latest Edition)
- Lawrence R. Jauch, Rajiv Gupta and William F. Glueck, Business Policy and Strategic Management, Frank Bros & Co., New Delhi, Seventh Edition
- Carpenter, Sanders and Salwan, Strategic Management A Dynamic Perspective, Pearson Education., Second Edition
- A Nag, Strategic Management: Analysis, Implementation and Control, Vikas Publication, Latest Edition

Students have choice for opting any one paper out of below mentioned subject i.e international banking or Risk management.

(Department head will provide this option if there are sufficient number of students and based on availability of faculty)



**LEVERAGING TECHNOLOGY &  
BASICS OF INTERNATIONAL BANKING**

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
MBA (B&F)	IV		161100080404	Leveraging technology & basics of international banking	4	30	70	3 Hours

**COURSE OBJECTIVES**

Students will learn how the banking services are provided with the help of modern technology –  
Students will also understand basics of international banking and financing of foreign trade.

**COURSE CONTENT**

Unit - 1	Information systems & Technology Computers – Hardware & Software Banking Technology – Application and Management Electronic Clearing and Settlement System
Unit – 2	Core Banking Solutions Technology based services, Cheque Truncation System, ATM, RTGS, NEFT, Internet Banking, Mobile Banking, Security Control & Audit
Unit - 3	Meaning of International Banking, Banking through Correspondents abroad, NOSTRO – VOSTRO Accounts, Foreign Exchange Market, Different types of Exchange rates Quotation and Settlements Spot, Forward, Rates and Forward Exchange Contracts
Unit – 4	Financing of Foreign Trade Letters of Credit –Uniform Customs and Practice for documentary credits - Preshipment and Post-shipment finance – ECGC (Export Credit Guarantee Corporation)
Unit – 5	Different types of Non-resident Rupee and Foreign Currency accounts International Financial Institutions: IMF, IBRD, Export Import Bank of India

**REFERENCES**

- 1) Information Technology
  - Indian Institute of Banking & Finance
  - Macmillan
- 2) International Banking
  - Indian Institute of Banking & Finance
  - Macmillan
- 3) Foreign Exchange Risk Management
  - C. Jeevandam
  - Sultan Chand & Sons

## RISK MANAGEMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
MBA (B&F)	IV		161100080405	Risk Management	4	30	70	3 Hours

### COURSE OBJECTIVES

The objective of this course is to provide in depth knowledge about the Risk management in financial matters and develop hedging skill among the students.

### COURSE CONTENT

Unit - 1	
	<ul style="list-style-type: none"> <li><b>Introduction to Risk Management</b> Managing Risk – Types of Business Risk – Derivatives – Types of Derivatives – Functions, Consequences, Misuses and Criticism of Derivatives</li> </ul>
Unit – 2	
	<ul style="list-style-type: none"> <li><b>Forward and Futures</b> Introduction , Forward: Motive – Features and Settlement, Pricing a Forward and Futures Contract, Commodity Futures, Stock and Index Futures, Currency forwards and futures.</li> </ul>
Unit - 3	
	<ul style="list-style-type: none"> <li><b>Swaps</b> Interest Rate Swaps: Features, Type, Applications and Rationale; Currency Swaps - other Swaps</li> </ul>
Unit – 4	
	<ul style="list-style-type: none"> <li><b>Options</b> Introduction, Terminology, Option Pricing – Basics – Binomial Model – Black &amp; Scholes Model</li> </ul>
Unit – 5	
	<ul style="list-style-type: none"> <li><b>Hedging</b> Introduction – Hedging with stock options – Hedging portfolio with Index options.</li> </ul>

### TEXT BOOKS

- Srivastava Rajiv “Derivatives & Risk Management” Oxford University Press New Delhi - 2014

### REFERENCE BOOKS

- Varma “Derivatives & Risk Management” Tata McGraw Hill
- Janakiramanan Sundaram “Derivatives & Risk Management” Pearson Education
- Agrawal O. P “Financial Derivatives and Risk Management” Himalaya Publications
- Rene M. Stulz “Risk Management & Derivative” Cengage
- Vohra & Bagri “Futures and Options”

**CUSTOMER RELATIONSHIP MANAGEMENT IN BANKING & INSURANCE**  
Seminar Course

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
MBA (B&F)	IV		161100080406	Customer relationship management in banking & insurance	4	30	70	3 Hours

**COURSE OBJECTIVES**

To help students understand the concept and practice of CRM and applications across Businesses and to give students ability to develop and manage CRM projects.

**COURSE CONTENT**

Unit - 1	Introduction to CRM
	CRM and its relationship in business, Emergence of CRM practice, CRM Cycle, Stakeholders in CRM, Customers and CRM programme: Behavioral Dimension, Strategic Issues in CRM, Relationship Management in Business to Business (B2B)Commerce, Building Customer loyalty Business to Business Commerce, Cross Border B2B Relationship with Intermediaries, Relationship Marketing for Creating Value in Business Market, Managing Relationships in Supply Chains of the 21st Century.
Unit – 2	Technological tools for CRM
	Data Mining for CRM, Changing patterns of E-CRM Solutions in the Future, Framework for deploying Value of Customer Relationship in an Organization, E-CRM deriving values of Customer Relationship, Implementing a Technology based CRM Solutions
Unit - 3	Implementing CRM
	Optional allocation rules for CRM, Measuring the effectiveness of relationship marketing, The past, present and future of CRM, Characteristics of a Good Customer Satisfaction Survey, Contact Management, Organizing for CRM
Unit – 4	CRM Strategies
	Relationship Marketing Strategies and Customer Perceived Service Quality, Organizing for Relationship Management, Strengthening Relationships that lead towards increased Business, CPA Firms, Winning strategies and processes for effective CRM in Banking
Unit – 5	Practical Module
	Implementing CRM in various service sectors like Banking, Insurance, Airlines, Telecommunications, etc.

**REFERENCES**

- Customer relationship management – G. shainesh, Tata Macgraw Hill
- Customer relationship management – Mohammed peeru, vikas publishing house
- Customer relationship management – alokkumarrai, PHI

# MBA SEMESTER – V

(Effective from December – 2017)

## COMPREHENSIVE PROJECT REPORT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A. (B&F)	V		161100080501	Comprehensive project study	8	-	200	200

### COURSE OBJECTIVES

The objective of this course is to prepare the student to conduct a research study on Banking Industry or the industry where the candidate is working using the tools and techniques learned in the two years of study. The focus of study could be in depth analysis of an industry or a diagnostic problem solving exercise of an organization. The student is expected to conduct a detailed survey of literature. In case of a status report of an industry, it is expected that the student collects all aspects related to a particular industry analyze data and present the findings.

### COURSE CONTENT

- For the preparation of comprehensive project there is no need to take training in any organization.
- Students have to prepare his/her comprehensive project study in six week duration under the guidance of faculty member.
- Students can prepare his comprehensive project study by individual or in a pair of two students. If report is prepare in pair both of the students have to submit his/her reports individually.
- The final project will be evaluated at the end of the fourth semester by the examiners appointed by the university. This would be equivalent to the marks of the two papers