



SEMESTER III

CP- 301	Business Policy & Strategic Analysis	100
CP- 302	Decision Support System & Management Information System	100
CP-303	Specialisation – 1, Paper– I	100
CP-304	Specialisation – 1, Paper– II	100
CP-305	Specialisation- 2, Paper– I	100
CP-306	Specialisation- 2, Paper– II	100
	TOTAL	600

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BARKATULLAH UNIVERSITY BHOPAL

Syllabus for MBA (Full Time) Semester-III

Business Policy and Strategic Analysis

COURSE NO. CP-301

Max. Marks (Ext. Exam) 80

Min. Pass Marks 32

The objective of this course is to develop a holistic perspective of enterprise, critical from the point of view of top executives.

Course Contents

- UNIT-I business policy as a field of study: general management point of view, vision, mission, objectives and policies
- UNIT-II environmental analysis and internal analysis, SWOT analysis
- UNIT-III Tools and techniques for strategic analysis; Impact Matrix, The experience curve, BCG Matrix, GEC Model
- UNIT-IV Industry analysis, concept of value chain
- UNIT-V Framework for Analysing Competition; competitive advantage of a firm

SCHEME OF EXAMINATION;

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

PATTERN FOR EXTERNAL EVALUATION:

Sec. A. (Short Answers) 4 Out of 8 $4 \times 8 = 32$ Marks

Sec. B (Essay type & case) 3 Out of 5 $3 \times 16 = 48$ Marks

SUGGESTED READINGS:

1. Pearce J A, Robinson R B, "Strategic Management", AITBS Publishers
2. Rao Vsp 7 Krishana Hari, "Strategic Management: Text And Cases", Excel Books New Delhi
3. Kazmi Azhar. "Strategic Management And Business Policy", Third Edition. McGraw Hill
4. Rao Appa C Et Al., "Strategic Management And Business Policy Text And Cases". Excel Books
5. Mital Amita. "Cases In Strategic Management", McGraw Hill
6. Davis Fred R. "Strategic Management Concepts And Cases", Twelfth Edition PPH



BARKATULLAH UNIVERSITY BHOPAL

Syllabus for MBA (Full Time) Semester-III

Financial Management

Decision Support Systems and Management Information System

COURSE NO. CP-302

Max. Marks (Ex+Exam) 80

Min. Pass Mark: 40

Objectives:

The objective of the courses to develop the basic understanding of the decision support system of the artificial intelligence for business organisation.

Course Contents

- UNIT-I Management Information System: basics; System Concepts; System entropy; Subsystems basics, decomposition / simplification; System types; Value of Information
- UNIT-II Frame works major trends and applications of information technology; System Analysis & Design: Systems Development Methodologies SDLC & Prototype approach, Case Study.
- UNIT-III Managerial Decision Making: Decision basics; Decision types; Certainty, Uncertainty, Risktaking, Decision making process; problem solving techniques; DSS Overview.
- UNIT-IV DSS relevance/scope/characteristics/capabilities/components; DSS v/s MIS; DBMS Sources of data data file / database environment; data models relevance of relational data base design in DSS.
- UNIT-V Dialog generation system: User interface graphics, menus, forms, DSS generators, DSS development steps in designing/identification of decision/ building of DSS/ implementation/ performance testing.



BARKATULLAH UNIVERSITY BIOPAL

Syllabus for MBA (Full Time)
Semester-III & IV (Specialisation)

Marketing Management

Consumer Behaviour

COURSE NO. FSM-1

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES

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

COURSE CONTENTS

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

SCHEME OF EXAMINATION:

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



BARKATULLAH UNIVERSITY BHOPAL

Syllabus for MBA (Full Time) Semester-III & IV (Specialisation)

Human Resource Management Management Training and Development

COURSE NO. FSO-2

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

OBJECTIVES

The purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD, and to enable the course participants to manage the Training systems and processes.

COURSE CONTENTS

- UNIT-I Training Process – an overview; Role, Responsibilities and Challenges to Training Managers.
- UNIT-II Organization and Management of Training Function; Training Needs Assessment and Action Research.
- UNIT-III Instructional Objectives and Lesson Planning; Learning Process; Training Climate and Pedagogy.
- UNIT-IV Developing Training Modules; Training Methods and Techniques; Facilities Planning and Training Aids; Training Communication.
- UNIT-V Training Evaluation; Training and Development in India.

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

SUGGESTED READINGS

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

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course



BARKATULLAH UNIVERSITY BHOPAL

Syllabus for MBA (Full Time) Semester-III & IV (Specialisation)

Financial Management

Working capital management

COURSE NO. FSF-2

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

- UNIT I** Principles of Working Capital Management: Concept and Importance of Working Capital, types of working capital, Determinants of working capital, principles of working capital management policy, estimating working capital requirement.
- UNIT-II:** Accounts receivables management: meaning, cost of maintain receivables, factors influencing size of receivables. Formation and Execution of Credit Policy (credit standard, credit period, cash discount, collection efforts)
- UNIT-III:** Management of Cash-Motives of holding Cash, Managing cash Flows, Cash Management Models, Investment of Surplus Funds, Calculating operating cycle.
- UNIT-IV:** Inventory Management: Meaning and Nature of Inventory, Purpose and Benefits of Holding Inventory, Inventory Management Techniques- Determining Stock levels and safety stocks, EOQ, VED, and ABC Analysis, Just In Time Inventory, Classification & codification and valuation of Inventories.
- UNIT-V:** Working Capital Financing: sources of working capital finance, Determining the working capital Financing Mix, New Trends in Financing of Working Capital by Banks.

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 Mark



BARKATULLAH UNIVERSITY BHOPAL
Syllabus for MBA (Full Time) Semester-III & IV (Specialisation)

Financial Management

Security Analysis and Investment Management

COURSE NO. FSF-1

Max. Marks (Ext. Exam) 60
Min. Pass Marks 20

Objectives

The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and Investment Decision Making Process.

Course Contents

- UNIT-I** Investment – Return and Risk; Operations of Indian Stock Market; New Issue Market; Listing of Securities; Cost of Investing in Securities
- UNIT-II** Mechanics of Investing: Markets and Brokers; Investment Companies; Market Indices and Return
- UNIT-III** Security Credit Ratings; Objectives of Security Analysis; Investment Alternatives; Valuation Theories of Fixed and Variable income Securities; The Return to Risk and the Investment Decision.
- UNIT-IV** Government Securities; Non-Security Forms of Investment; Real Estate Investment; Investment Instruments of the Money Market.
- UNIT-V** Stock Market Analysis – Fundamental and Technical Approach, Efficient Market Theory; Recent Developments in the Indian Stock Market.

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 = 48Marks



BARKATULLAH UNIVERSITY BHOPAL

Syllabus for MBA (Full Time) Semester-III & IV (Specialisation)

Marketing Management

Advertising Management

COURSE NO. FSM-2

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES

The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme.

COURSE CONTENTS

- UNIT-I Advertising's Role in the Marketing Process; Legal Ethical and Social Aspects of Advertising; Process of Communication – Wilbur Schramm's Model, Two Step Flow of Communication.
- UNIT-II Theory of Cognitive Dissonance and Clues for Advertising Strategists: Stimulation of Primary and Selective Demand – Objective Setting and market positioning: Dagmar Approach –Determination of Target Audience.
- UNIT-III Building of Advertising Programme –Message, Headlines, Copy, Logo, Illustration, Appeal, Layout, Campaign Planning: Media Planning: Budgeting.
- UNIT-IV Evaluation – Rationale of Testing Opinion and Aptitude Test, Recognition, Recall, Experimental Designs: Advertising Organisation – Selection Compensation and Appraisal of an Agency: Electronic Media Buying: Advertising campaign.
- UNIT-V Advertising V/s Consumer behaviour; Sales Promotion – Role of Creative Strategies: Advertising–Retail, National, Cooperative, Political International, Public Service Advertising.



BARAKATULLAH UNIVERSITY BHOPAL

Syllabus for MBA (Full Time) Semester-III & IV (Specialisation)

Human Resource Management

Management of Industrial Relations

COURSE NO. FSG-1

Max. Marks (Ext. Exam): 80

Min. Pass Marks: 32

OBJECTIVES

Organizational efficiency and performance are intricately interlinked with industrial relations. This course is an attempt to appreciate the conceptual and practical aspects of industrial relations at the macro and micro levels.

COURSE CONTENTS

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

SCHEME OF EXAMINATION:

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