



SHRI JAGDISHPRASAD JHABARMAL TIBREWALA UNIVERSITY, CHUDELA

MBA Syllabus 2020-2022

The Master of Business Administration (MBA) is a 4 semester's program. The following is the scheme for teaching and examination of MBA Program.

MBA (First & Second Semester)

“THE DURATION OF EXTERNAL EXAMINATION FOR EACH PAPER WOULD BE 3 HOURS.”

I Semester MBA Code No.	Name of Subject	Number of Hours per week	Marks		
			Internal/Minimum Pass Marks	External/Minimum Pass Marks	Total
MB-101	Principles & Practices of Management	4	30/12	70/28	100
MB-102	Organization Behavior	4	30/12	70/28	100
MB-103	Quantitative Techniques for Management	4	30/12	70/28	100
MB-104	Managerial Economics	4	30/12	70/28	100
MB-105	Management Accounting – I	4	30/12	70/28	100
MB-106	Marketing Management	4	30/12	70/28	100
M-107	Business Environment	4	30/12	70/28	100
MB-108	Computer Applications in Management	2	30/12	70/28	100

II Semester MBA Code No.	Name of Subject	Number of Hours per week	Marks		
			Internal/Minimum Pass Marks	External/Minimum Pass Marks	Total
MB-201	Human Resource Management	4	30/12	70/28	100
MB-202	Financial Management	4	30/12	70/28	100
MB-203	Management Accounting – II	4	30/12	70/28	100
MB-204	Operation & Production Management	4	30/12	70/28	100
MB-205	Research Methods in Management	4	30/12	70/28	100
MB-206	Information Technology for Management	4	30/12	70/28	100
MB-207	Seminar on Contemporary Issues*	4	100/40		100
MB-208	Comprehensive Viva-Voce**	-	-	100/40	100
Total	28		180	620	800

*The BOS approved paper no M-207 as the paper on seminar on Contemporary issues. Here the faculty members will assign contemporary issues concerning with Indian Corporate sector like, merger & acquisition, current economic issues, global interface, stock market developments, new HR initiatives, recent trends in marketing trends etc, to the students. The student will prepare seminar under guidance of faculty members to be allotted by the director/ Principal of the institute. There will be no internal assessment.

** M-208 The comprehensive viva paper will be examined by the external examiner. The candidate will be examined in the papers which he/she studied during semester 1st and semester 2nd. There will be no internal assessment.

- There will be external examiner to be selected by the Director/Principal of the institute from the panel of examiners, proposed by BOS and approved by Vice Chancellor. The concerned institute will bear the traveling, remuneration, DA and other incidental expenditure of external examiner with recourse to SJJTU.



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MBA (Third & Fourth Semester)

III Semester MBA Code No.	Name of Subject	Number of Hours Per week	Marks		
			Internal/Minimum Pass Marks	External/Minimum Pass Marks	Total
Compulsory Subjects					
MB-301	Summer Training Project Report*	2	100/40		100
MB-302	Business Policy & Strategic Management	4	30/12	70/28	100
Optional Subjects					
Six Subjects (Four Major & Two Minor) from the groups given below. For example a finance major & Marketing minor student will have to opt for M-303,304,305 & 306 and any two from M-307, 308,309,310)	4	30/12	70/28		100
	4	30/12	70/28		100
	4	30/12	70/28		100
	4	30/12	70/28		100
	4	30/12	70/28		100
	4	30/12	70/28		100
Total	30	180	590		800

* The summer training project report will be evaluated on internal and external basis. Evaluation and presentation of the report will be done by internal and external examiners. There will be external examiner to be selected by the Director/Principal of the institute from the panel of examiners, proposed by BOS and approved by Vice Chancellor. The concerned institute will bear the traveling, remuneration, DA and other incidental expenditure of external examiner with recourse to SJJTU.

IV Semester MBA Code No.	Name of Subject	Number of Hours per week	Marks		
			Internal/Minimum Pass Marks	External/Minimum Pass Marks	Total
Compulsory Subjects					
MB-401	Business Ethics and Ethos	4	30/12	70/28	100
MB-402	Project Management	4	30/12	70/28	100
MB-403	Business Laws	4	30/12	70/28	100
MB-404	Project Study*	4	200/80		200
Optional Subjects					
Three subject (2Major & 1 Minor) from the groups given below. For example a Finance major & Marketing minor student will have to opt M-405, 406 and any one from M-407, 408.	4	30/12	70/28		100
	4	30/12	70/28		100
	4	30/12	70/28		100
Total	28	180	620		800

* Paper M-404 is a paper on project study. The project is real life short term corporate study. The candidate will be allotted the project by the faculty of the institute in consultation with the director/principal of the institute. There will be external examiner to be selected by the Director/Principal of the institute from the panel of examiners, proposed by BOS and approved by Vice Chancellor. The concerned institute will bear the traveling, remuneration, DA and other incidental expenditure of external examiner with recourse to SJJTU.



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List of Optional Groups for MBA (Third & Fourth Semester)

Group A [FINANCE]

MB-303	Security Analysis & Portfolio Management
MB-304	International Financial Management
MB-305	Management of Financial Services
MB-306	Finance for strategic decisions
MB-405	Financial Derivatives
MB-406	Banking Services Operation

Group B [MARKETING]

MB-307	Advertising Management
MB-308	International Marketing
MB-309	Sales & Distribution Management
MB-310	Product & Brand Management
MB-407	Consumer Behavior & Market Research
MB-408	Marketing of Services

Group C [HUMAN RESOURCE MANAGEMENT]

MB-311	Training & Development
MB-312	Strategic Human Resource Management
MB-313	Leadership Skills & Change Management
MB-314	Human Resource Planning
MB-409	Employment Laws
MB-410	Performance Management & Retention Strategies

Group D [INTERNATIONAL BUSINESS]

MB-315	International Marketing
MB-316	International Business and Finance
MB-317	Indian Foreign Trade Policy
MB-318	International Finance Management
MB-411	Intellectual Property Right
MB-412	International Marketing



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MBA Syllabus 2020-2022

MB-101

Principles and Practice of Management

MBA Semester-I

Max.Marks : 70

Time : 3 Hrs.

Section A

Objective: On completion of this course, the students will be able to Understand the concepts related to Business, Demonstrate the roles, skills and functions of management, Analyze effective application of PPM knowledge to diagnose and solve organizational problems and develop optimal managerial decisions, Understand the complexities associated with management of human resources in the organizations and integrate the learning in handling these complexities.

Unit	Contents of Course	Hrs.
I	Management an Overview, Management Defined, Functions of Management, Managerial Roles and responsibilities, System and Contingency Approach for understanding organizations.	6
II	Management Thought-Classical Perspective, Scientific Management, Administrative Management, Bureaucratic Management, Behavioral Perspective.	8
III	Managerial processes, functions, skills and rules in an organization, social responsibilities of Business. Fundamentals of Planning - Objectives, Strategies, Policies, Decision making.	10
IV	Fundamentals of Organizing- Nature and purpose, departmentation, Span of Management, Strategic organizing design, line and staff authority and decentralization. Direction-concept.	9
V	Leadership- Meaning and Importance, transitions in leadership theories, trait theories, behavioral theories, contingency theories, leadership styles and skills, managerial culture and leadership. Coordination. Control-concept, nature and purpose, control technique, control of overall performance, span of control.	10
	Total	40

MB-102

ORGANIZATIONAL BEHAVIOUR

MBA Semester-I

Max.Marks : 70

Time : 3 Hrs.

Objective:

The paper aims to present the basic concepts of management. The objective is to help student comprehend perceive and understand dynamic nature of groups, Provide on insight into behaviour of individuals in organization and the changing environment of organizations. This is with a view to enable him to develop and adopt effective strategies to influence it. It also aims to help the student develop decision making skills through case discussions.

Section -A

Unit	Contents of Course	Hrs.
I	Organizational Behavior - Definition – assumptions- - significance, - Historical Background - Fundamental concepts of OB, research foundation, trends, impact of globalization, learning organization and Knowledge management.	10
II	Individual Behavior and Managing diversity: individual behavior, main reasons impact, trends and layers of diversity; demographic differences, barriers and challenges, competitive advantages, diversity initiatives.	7
III	Personality Development: meaning, theories of Personality development, managerial consideration for further developing of personality development of employee. Perception –Meaning and definition, Perceptual process, Managerial implications of perception in business situations, schemas, perceptual errors.	8
IV	Motivation: nature and importance, basic process, need theories of motivation- the concept of needs, Maslow's hierarchy of needs theory, Alderfer's ERG theory, Mc Clelland's Achievement Motivation Theory, Cognitive and behavioral theories- expectancy, Equity, goal-setting theories. Communication: Meaning, importance, process, types, effective and efficient communication, barriers in communication.	10
V	Group Behavior: Group formation: formal and informal group, stages of group development, group decision making, group effectiveness and self managed teams. Conflict and stress management: meaning, process, functional and dysfunctional conflict, conflict handling, nature causes and consequences of stress. Management of change: concept, Lewin's stages of change, forces of change, resistance to change, and managing planned change.	10
	Total	40



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MB-103 QUANTITATIVE TECHNIQUES FOR MANAGEMENT MBA Semester-I

Max.Marks : 70

Time : 3 Hrs.

Objective:

The objective of the course is to equip the student with basic quantitative tools required to perform the role as a manager. This will enable him to do analytical evaluation and arrive at logical conclusions & inferences to the decisions.

Section-A

Unit	Contents of Course	Hrs.
I	Intorduction to Quantitative Techniques. Concept Model Building for Business Decisions. Roleand Scope Models in Business and Industry. Matrix Algebra Determinations. Solving linear equations by using matrices. Applications of Matrices to value Analysis. Output Model in Matrices.	8
II	Basic concepts of differentiation. Theories of Extremes. Linear Programme, Problem formulation and geometric methods of solution. Simplex method. Two phase method, Elementary ideas about duality. Elements of Statistics Probability.	10
III	Probability Distributions Binomial, Possion and Normal. Correlation and Regression. Decision Theory, Decision making under uncertainty, Criterion of Maximum, Min., Maxmin and Minmax.	10
IV	Decision making under risk Bayesian approach. Criterion of Maximum likelihood. Decision Tress-Applications, decision making in a Competitive Situation-	10
V	Game Theory-Types of Games. Two person zero sum games. Mixed strategy. Method of solution	7
Total		50

Note: 50% of the Questions will be Numerical/Cases/Inferences based.

MB-104 MANAGERIAL ECONOMICS MBA Semester-I

Max.Marks : 70

Time : 3 Hrs.

Objective:

With economies becoming increasingly market oriented, it is becoming important for players in the market place to learn to conduct themselves in a manner that will assure them of success. The objective of the course is to provide insights into these aspects. Students of management must be exposed to the time tested tools and techniques of managerial economics to enable them to appreciate their relevance in decision making.

Section-A

Unit	Contents of Course	Hrs.
I	Nature and Scope of Managerial Economics, role and Responsibility of a Managerial Economist. The fundamental concepts of Managerial Economics, theory of the firm and the role of profits Theory of Demand- concept, determinants of Demand, Demand Function and econometric techniques	10
II	Theory of Supply- concept, determination, analysis, supply function. Elasticity of Demand- concept, measurement. Concept of Consumer's surplus.	8
III	Analysis and costs estimation-economic Concept of Cost, Different Types of Cost: Managerial uses of cost Function; Production Function to cost function-long run and short run total cost, Break-even Analysis Make or Buy Decisions.	10
IV	Market structure and pricing decisions-the competitive and monopoly model, monopolistic competition and oligopoly, pricing of multiple products.	8
V	National income-concept and measurement. Business cycles, fiscal policy, Inflation. The new economy- definition and characteristics.	9
Total		40



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MB-105 MANAGEMENT ACCOUNTING-I MBA Semester-I

Max.Marks : 70

Time : 3 Hrs.

Objective:

The objective of the course is to enable the student to familiarize with the preparation and calculation knowledge of management accounting. The student will be able to understand the system of utilizing financial, costing, and other information to assist the management in the performance and evaluation of their functions.

Section –A

Unit	Contents of Course	Hrs.
I	Introduction to Management Accounting – Origin, scope, functions and principles. Understanding Indian Corporate Sector. Management Accounting- Understanding basic financial accounting, Preparation of Final Accounts- as a backdrop to management accounting and Cost Accounting.	9
II	Changing role of management accounting and recent developments. Management accounting and corporate governance	7
III	Financial statement analysis- Ratio analysis- types and calculation. Comparative and common size financial statement.	9
IV	Analysis of Corporate Performance: Preparation and calculation of Fund Flow and Cash Flow statement as per AS-3.	10
V	Basic Cost Concept, Cost sheet Cost-Volume-Profit Analysis, Budgetary Control. Marginal cost and CVP Analysis and Profit planning. Activity based costing.	10
	Total	50

Note: 50% of the Questions will be Numerical/Cases/Inferences based.

Mb-106 MARKETING MANAGEMENT MBA Semester-I

Max.Marks : 70

Time : 3 Hrs.

Objectives

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

Course Contents

Unit	Contents of Course	Hrs.
I	Nature and scope of marketing, Corporate orientations towards the marketplace, The Marketing environment and Environment scanning, Marketing information system and Marketing research,	8
II	Understanding consumer and Industrial markets, Market segmentation, Targeting and positioning; Product decisions - product mix, product life cycle, new product development,	10
III	Branding and packaging decisions, Pricing methods and strategies, Promotion decisions - promotion mix, advertising, sales promotion, publicity and personal selling;	9
IV	Channel management - selection, co-operation and conflict management, vertical marketing Implementation and systems, Organizing and implementing marketing in the organisation; Evaluation and control of marketing efforts	9
V	New issues in marketing - Globalization, Consumerism, Green marketing, Legal issues.	8
	Total	40



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MB-107 BUSINESS ENVIRONMENT MBA Semester-I

Max.Marks : 70

Time : 3 Hrs.

Objective:

The primary objective of this course is to acquaint the students to the emerging trends in business environment. This will also help them to develop the ability to analyse the competitive business -environment to appraise the environmental pressures on business, and to understand the government policies and current issues in Indian perspective.

Section-A

Unit	Contents of Course	Hrs.
I	Business Environment – Nature, Concept and Significance of Internal environment. Management of organisational resources for developing effective Internal organisational environment, introducing organisational change when this equilibrium is found.	8
II	External Environment-nature and significance - Economic, Socio- Cultural, Political and Technological factors influencing Business Environment - Changing role of Government - Structure of Indian Economy.	7
III	Economic environment-types of economic systems, impact of liberalization and privatization on Indian economy. Critical evaluation of latest economic policies of India, role of Indian business houses in the world.	8
IV	Multinational Corporations - Foreign Collaborations Political environment- Types of political systems, role of political organisation of India to development of economy.	8
V	Social Responsibilities of Business - Business Ethics - Developing Ethical Business Habits -Work Ethos in Indian Perspective - Indian Heritage - Relevance of values in Management Government of India's Commercial Banking, Exim and Technology policy, Approach to Foreign direct Investment. Government policy regarding small sector enterprises.	10
	Total	40

MB-108 COMPUTER APPLICATION IN MANAGEMENT MBA Semester-I

Max.Marks : 70

Time : 3 Hrs.

Objective:

This course is designed to make the students of management familiar with the basic fundamentals and concept of computer. This paper shall prepare students to learn and acquire necessary computer skills required for day to day office application. The students will also be able to learn to solve business mathematical problems with the aid of computers.

Section-A

Unit	Contents of Course	Hrs.
I	Introduction to computers- definition, a simple model of computer, fundamental, technical and commercial classification of computer. Characteristics of computer systems. Data representation and application- input and output devices, Computer Memory, CPU, Types of Software - Application software, System Software- Operating systems and types. Softwares, Application Software's Languages.	10
II	Windows and its applications-Windows Operating System. Elements of Desktop, Application Window. Document Window, Special Indicators. File Handling in Windows, Accessories MS Office and its application-MS Office Fundamentals & Components - MS Word, MS Excel. MS Power Point, MS- Access.	9
III	Advantage and Disadvantage of IT Outsourcing, Telecommunication Concepts, Data Transmission and OSI layers, Local Area Network (Ethernet, Token bus, Token ring) Wide Area Network, TCP/IP fundamentals, Internet, Intranet, Extranet, The World-Wide Web.	9
IV	Data Base Management System-Data Base Management System Objectives of Data Base. Advantages & Disadvantages of DBMS. Hierarchical Model, Network Model, Relational Model.	9
V	5 Normalization Process, Advance Technologies in Data Base Technology. Object-Oriented DB, Distributed DB, Client Server Systems	7
	Total	50



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MB-201

HUMAN RESOURCE MANAGEMENT

MBA Semester-II

Max.Marks : 70

Time : 3 Hrs.

Objective:

To become a successful manager of people, students need to understand behaviour of human resources in various organisational situations. In a complex world of industry and business, organizational efficiency is largely dependent on the contribution made by the human resources of the organization. The objective of this course is to sensitize students to various facts of managing people and to create an understanding of the various policies and practices of human resource management.

Section-A

Unit	Contents of Course	Hrs.
I	Human Resource Management-. Introduction and Scope, HRD-Concept, need, Human Resource Planning-Concept, Process, job design-Concept approaches, job analysis, job description, job specification.	9
II	Human Resource Procurement-Recruitment. Selection and induction. Training, Training phases, Need Assessment, Establishment, Establishment of Training objectives, Training method Lecture, case method, Role playing	9
III	Business in Basket T- Group, Incident, Syndicate, Evaluation of a training Programme. Performance measurement and reward systems-introduction, performance drivers, leadership and performance, reward management performance appraisals.	9
IV	Discipline. The grievance procedure. Employee compensation-purpose and importance, components.	7
V	Non monetary rewards, workers participation in Management Employee. Strategic challenges for leadership, career management, SHRM Mergers and acquisitions.	10
	Total	40

MB-202

FINANCIAL MANAGEMENT

MBA Semester-II

Max.Marks : 70

Time : 3 Hrs.

Objective:

The focus in this paper would be on issues related to financial management in the Indian Corporate Sector. The contents are related to the practices observed in Indian Corporate Sector. The objective is to enable and equip the manager with basic tools for applying financial analysis.

Section-A

Unit	Contents of Course	Hrs.
I	Meaning, Importance and Objectives of Financial Management; Time value of money; Conflicts in profit versus value maximization principle; Functions of chief financial officer.	8
II	Risk and Return- overview of capital market theory, Beta Estimation, CAPM, and APT.Management of working capital; Cash and Marketable securities management.	10
III	Treasury management, Receivables management, Inventory management, Financing of working capital. Investment decisions: Capital budgeting- concept, theory.	9
IV	Cost of capital. Risk analysis in capital budgeting. Financing decisions: Concepts of operating and financial leverage; Capital structure Theory and Policy; Dividend Policy.	10
V	Different sources of finance: Asset Based financing- Lease, Hire Purchase and Project Financing. Corporate Restructuring, Merger and Acquisition.	8
	Total	50

Note: 50% of the questions will be numerical.



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MB-203 MANAGEMENT ACCOUNTING-II MBA Semester-II

Max.Marks : 70

Time : 3 Hrs.

Objective:

The objective of the course is to provide the students with a learning framework that will enable them to study the principles and procedures used in collection and analysis of accounting information.

Section –A

Unit	Contents of Course	Hrs.
I	Management Accounting-Introduction. Basic cost terms and concepts. Managerial implications of job order costing, process costing- simple process, process accounting of normal and abnormal wastage, Process Stock accounting and inter process accounting..	10
II	Cost-volume-profit analysis. Cost reduction system-kaizen costing system, ABC, Life cycle costing. Pricing decision. Standard cost and variance analysis.	8
III	Budgeting and budgetary control-Types of budget- Flexible, cash, sales, production budget, master budget. Managerial implication of budget, performance budgeting,	10
IV	ZBB, Inferences from published financial statements-Ratio, cash flow and funds flow.	8
V	Emerging issues in Management Accounting-Human Resources Accounting, EVA, Internal Reconstruction and Amalgamation – concept, elementary accounting and interpretation	8
	Total	50

Note: 60% of the Questions will be Numerical/Cases/Inferences based.

MB-204 OPERATIONS AND PRODUCTION MANAGEMENT MBA Semester-II

Max.Marks : 70

Time : 3 Hrs.

Objective:

The Course is designed to acquaint the students with decision making in : Planning, scheduling and control of Production and Operation functions in both manufacturing and services; Productivity improvement in operations thought layout engineering and quality management etc; Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organisations.

Section-A

Unit	Contents of Course	Hrs.
I	Operation Management-Introduction. Operation Research and operation strategy, forecasting demand and Linear regression, transportation and assignment problems, allocation of resources.Nature and Scope of Production Management- process planning and design Facility Location.	10
II	Types Manufacturing Systems & Layouts; Layout Planning and Analysis Material Handling-Principals-Equipments, Line Balancing-Problems Operations decisions-Production Planning and Control -In Mass Production in Batch/Job Order Manufacturing.	8
III	Capacity Planning -Models, Process Planning-Aggregate Planning-Scheduling Maintenance Management Concepts-Work Study, Method Study, Work Measurement, Work Sampling WorkEnvironment-Industrial Safety; Computer aided Manufacturing (CAM), Artificial Intelligence & expert systems.	8
IV	Material Management -an Overview, production control, storage and retrieval System. Inventory Control- JIT .Network Techniques-Simulation Concept of total Quality (TQ). International Quality Certification and other standards and their applicability in design manufacturing Humanistic and Marketing Aspects of TQ.	10
V	Total Quality of services. Total Quality and safety. ERP and Business process engineering maintenance Management, project management-PERT & CPM.	9
	Total	50

Note: 60% of the Questions will be Numerical/Cases/Inferences based.



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MBA Syllabus 2020-2022 MB-205 RESEARCH METHODS IN MANAGEMENT MBA Semester-II

Max.Marks : 70

Time : 3 Hrs.

Objective:

The objective of the course is to enable the students, in developing the most appropriate methodology for their research studies and to make familiar with the art of using different research methods and techniques. To understand the concept and process of Business research in business environment. To know the use of tools and techniques for exploratory, conclusive and causal research. To understand the concept of measurement in empirical systems & its validity and reliability. To use statistical techniques for analysis of research data. To realize the applications of Business research.

Section –A

Unit	Contents of Course	Hrs.
I	Concept of Scientific Enquiry - Formulation of Research Problem Hypothesis Building Characteristic and Testing, Review of Literature, Research Design-Exploratory, Descriptive and Experimental research Design. Qualitative Research Design	7
II	Data Collection -Sources, Constructing a questionnaire. The Interview, Observation and Survey. Sampling Decisions, Probability and Sampling	6
III	Parametric and Nonparametric test, level of Significance, using software for analysis Grouping and displaying data to convey meaning: Tables and Graphs, measures of Central tendency and dispersion in frequency distributions, Probability distributions, and Testing hypotheses One sample test and two sample tests, chi-square and analysis of variance	10
IV	Simple regression and correlation, Non-Parametric methods - the sign test for paired data, the rank sums test. The mann-whitney U test, the one sample Runs test, rank correlation	8
V	Attitude Measurement- Motivational Research, Focus Group; Scaling Techniques- Socio Metric and Rating Scale, Scalograms, Internal Consistency Scales. Report Writing Organization Presentation, Bibliography and References	10
	Total	40

Note: 60% of the Questions will be Numerical/Cases/Inferences based.

MB-206 INFORMATION TECHNOLOGY FOR MANAGEMENT MBA Semester-II

Max.Marks : 70

Time : 3 Hrs.

Objective:

The course is an introduction of computer architecture, networks and software tools. This will help students to understand the role of information systems and technology with current business and management application.

Section-A

Unit	Contents of Course	Hrs.
I	Information & System Concepts-Introduction --Concepts, Classification of Information, Methods of Data & Information Collection, Value of information, Organization and Information.	8
II	System: A Definition. Types of Systems, System Decomposition, Integration of Sub Systems, Elements of a System, Human as an Information Processing System. International Business and IT.	8
III	Management Information System-MIS: Definition, Nature & Scope, MIS Characteristics,Functions, Structure of MIS, Role of MIS, MIS as a Control System, Process of Management,Application of MIS, ERP & IT's Benefits. Internet-Introduction to Internet, Why We Need Internet, Internet Tools & Services, www.	10
IV	Internet in India, Security, Web Browser, Future of Internet,E-Comm. an Introduction, E-Business Fundamentals. New Information Technology: Interconnection and networking, Multimedia, Neural Networks.	8
V	Artificial Intelligence, Executive Information System, Decision Support System (DSS) and Expert Systems. Issues for Senior Management: Management Control, Management Issues, Security Issues: Viruses, Worms and other creatures, I T issues for Management, Management in a Technological Environment, the changing world of Information.	10
	Total	50

Note: 60% of the Questions will be Numerical/Cases/Inferences based.



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MB-207

SEMINAR ON CONTEMPORARY MANAGEMENT ISSUES MBA Semester-II

Max.Marks : 100

M-207 is on Seminar on Contemporary Management issues. Here the faculty members will assign contemporary issues concerning with Indian Corporate sector like, merger & acquisition, current economic issues, global interface, stock market developments, new HR initiatives, recent trends in marketing trends etc, to the students. The student will prepare seminar under guidance of faculty members to be allotted by the director/ Principal of the institute. There will be no internal assessment. The student will submit written report and make an oral presentation before a panel of internal examiner (Director/ principal of the institute or his or her nominee) and external examiner (to be appointed by director/principal of the institute from a panel proposed by the board of studies and approved by the vice chancellor.) THE assessment of the report and its presentation will be jointly done by the internal and external examiner.

MB-208

COMPREHENSIVE VIVA-VOCE MBA Semester-II

Max.Marks : 100

The performance of the student at comprehensive viva examination will be done by a panel of internal and external examiner. The candidate will be examined in the papers which he/she studied during semester 1st and semester 2 . There will be no internal assessment. The student will make an oral presentation before a panel of internal examiner (Director/ principal of the institute or his or her nominee) and external examiner (to be appointed by director/principal of the institute from a panel proposed by the board of studies and approved by the vice chancellor.) THE assessment of the report and its presentation will be jointly done by the internal and external examiner.



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MB-301 SUMMER TRAINING PROJECT MBA Semester-III

Max.Marks: 100.

The summer training project report Evaluation and presentation will be done by internal and external examiners. There will be no internal assessment. The student will submit written report and make an oral presentation before a panel of internal examiner (Director/ principal of the institute or his or her nominee) and external examiner (to be appointed by director/principal of the institute from a panel proposed by the board of studies and approved by the vice chancellor.) The assessment of the report and its presentation will be jointly done by the internal and external examiner.

MB-302 BUSINESS POLICY AND STRATEGIC MANAGEMENT MBA Semester-III

Max.Marks : 70

Time : 3 Hrs.

Objective:

The objective of the course to equip the students with analytical tools for Cracking case studies by scanning the business environment and coming to a decision. The students will benefit by acquiring new ways and means of developing strategic decision making skills.

Section-A

Unit	Contents of Course	Hrs.
I	Introduction: Business policy-evolution of the concept. Difference between business policy and strategic management. Corporate governance- concept,issues, models, evolution and significance.	8
II	Introduction to Strategic Management-Concept importance of strategic Management, Strategy & Competitive Advantage, Strategy Planning & Decisions, strategic Management Process.	8
III	Top management perspective: Establishing company direction-developing strategic vision, setting objectives and crafting a strategy-Internal & External Environment, Formulating Long Term objective & Strategy, Strategic Analysis & Choice.	10
IV	Analyzing business environment: Analysis of Business environment at 3 levels-Macro external environment analysis, external environment analysis (Industry analysis and competitor analysis) porter's five forces and competitor analysis framework, and firm level internal analysis.	9
V	Identifying alternative strategies: Grand strategies: stability, growth, retrenchment & combination strategies.Competitive strategy and competitive advantage: Industry and competitive analysis, strategy and competitive advantage, Principles of Competitive Advantage-Identifying Value Activities,Competitive Scope and the Value Chain, the Value Chain and Generic Strategies, Mergers &Acquisitions Strategies	10
	Total	40



SHRI JAGDISHPRASAD JHABARMAL TIBREWALA UNIVERSITY, CHUDELA

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MB-401

BUSINESS ETHICS AND ETHOS

MBA Semester-IV

Max.Marks : 70

Time : 3 Hrs.

Objective:

This course aims at helping students think about some of the important ethical Implications of the day-to-day happenings and practices of Indian industry and business. It is designed to stimulate discussion and debate rather than to formulate principles, and to raise further questions rather than to dictate answers. The following objectives are underlined: To improve ethical reasoning by correlating moral concepts to business practices - clarification of the values that determine managerial behaviour, To understand Indian Ethos & Values is an important feature of this paper.

Section- A

Unit	Contents of Course	Hrs.
I	Business Ethics: Nature, scope and purpose of ethics; Relevance of values; Importance of Ethics & moral standards; Ethics & Moral Decision Making. Corporate Social Responsibility: Nature,scope & Importance; Corporate Governance: Concept, Importance for Industry.	8
II	Ethical Issues related with Advertisements, Finance, Investment, Technology; Secular versus Spiritual Values in Management; Work ethics: concept of Swadharma.	8
III	Gandhian approach in Management & Trusteeship: Gandhiji's doctrine of Satya & Ahinsa,Concept, importance & relevance of Trusteeship principle in modern business.	8
IV	Indian Ethos: Need, purpose & relevance of Indian Ethos; Salient features (Brain Stilling, Total Quality Mind, Intuition, Intellectual rational brain V/s Holistic-Spiritual Brain, Holistic Approach for Managers in Decision Making).	8
V	Relevance of Bhagvad Gita: Doctrine of Karma i.e Nishkama Karmayoga, Guna Theory (SRT i.e. Sat, Raj & Tam Model), Theory of Sanskaras, Bhagvad Gita & Self Management.	8
Total		40

MB-302

PROJECT MANAGEMENT

MBA Semester-IV

Max.Marks : 70

Time : 3 Hrs.

Objective:

Since the introduction of planning in India, the country has been investing; we have been investing large amounts of money in projects. It is necessary to have scientific and systematic management in project planning, development and implementation. The course would provide a valuable insight to students in the area to understand formulation of corporate investment strategies, prepare feasibility reports and project. **Section A**

Unit	Contents of Course	Hrs.
I	Introduction to Project Management: Definition, functions, evolution of Project Management,classification of projects, Project management in different environments. The Project Management Systems, Methodologies & Systems Development Cycle: Systems approach,systems analysis, systems development, project feasibility, project life cycle, project appraisal,project contracting, the phases of system development life cycle.	9
II	Project Feasibility Study: Developing a project plan, market and technical analysis, financial analysis evaluation of project proposals, risk analysis, sensitivity analysis, and social cost benefit analysis. Project Planning: Planning fundamentals, project master plan, work breakdown structure & other tools of project planning, work packages project organization structures & responsibilities, responsibility matrix.	10
III	PERT, CPM, Resource allocation: Tools & techniques for scheduling development, crashing of networks, time-cost relationship, and resource leveling multiple project scheduling. Cost Estimating Budgeting : Cost estimating process elements of budgeting, project cost accounting &management information systems, cost schedules & forecasts.	10
IV	Managing Risks in Projects: Risk concept & identification, risk assessment, risk priority, risk response planning, risk management methods. Project Control: Information monitoring,internal & external project control, cost accounting systems for project control, control process,performance analysis, variance limits, and issues in project control.	10
V	Project Management Information System: Computer based tools, features of PMIS, usingproject management software, (MS Projects) Project Evaluation, Reporting & Termination:Project reviews & reporting, closing the contract.	6
Total		40



SHRI JAGDISHPRASAD JHABARMAL TIBREWALA UNIVERSITY, CHUDELA

MBA Syllabus 2020-2022

MB-303 BUSINESS LAW MBA Semester-IV

Max.Marks : 70

Time : 3 Hrs.

Objective:

The objective of this course is to provide the students with practical legal knowledge of general business law issues and topics to help become more informed, sensitive and effective business leaders. As the business managers are called upon to create value, marshal resources and manage risk, it is imperative that they should understand fundamental legal issues pertaining to business world to enhance their ability to lead and delegate.

Section A

Unit	Contents of Course	Hrs.
I	Contract Act: Contract vs. Agreement, Element of valid contract, Offer and Acceptance ñ Rules regarding revocation of offer and acceptance, Standard form contract ñ a new innovation to suit the needs, Consideration ñ Essential elements. Exception to the Rule ñ No consideration no contract ñ Privacy of contract and consideration, Capacity to contract, Free consent ñ coercion, undue influence, misrepresentation, fraud.	10
II	Mistake ñ as to identity, as to subject matter, as to nature of promise, Legality of the object ñ void agreement, voidable agreement, agreements opposed to public policy ,Discharge of contract ñ modes of discharge, by performance, by impossibility, by agreement, by breach ,Damages ñ Rules, remoteness of damages, measure of damages, liquidated damages and penalty, Quasi contract or certain relations resembling those created by contract, Bailment ñ Duties of bailer & bailee, Law relating to agency - types of agency, agents responsibility and rights.	9
III	Companies Act, 1956: Company ñ meaning & characteristics and kinds, lifting the corporate veil Registration & Incorporation, Memorandum of Association, Doctrine of Ultravires, Consequences of Ultravires transaction, Articles of Association, Rule of Constructive Notice, Doctrine of Indoor Management, Prospectus, Shares, Shareholders & Members, Directors: Position, appointment, removal, power & duties, Meetings, Majority powers & minority rights Prevention of oppression and Miss-management.	9
IV	Winding up, Winding up by court, Voluntary winding up, Winding up subject to supervision of court, Conduct of winding up. Partnership Act, 1932: Nature of partnership, Relation of partners ñ Inter se, Relation of partners to third parties, Incoming and outgoing partners, Dissolution of firm, Registration of firms.	7
V	Negotiable Instruments: Act, 1881-Promissory Notes, Cheques, Bills of Exchange, Sale of Goods Act, 1930-Contract of Sale, Transfer of Property; Sale by Non-Owner, Performance of Contract. Central Excise Act. Central Sales Act.-VAT. Income Tax Act 1961-Income from Salaries; Income form other Property, Profit and Gains - Capital Gains, Deductions, Profit & Loss	10
Total		40

MB-404 PROJECT STUDY MBA Semester-IV

Max.Marks : 200

Objective:

Paper M-404 is a paper on project study. The project is real life short term corporate study. The candidate will be allotted the project by the faculty of the institute in consultation with the director/principal of the institute. There will be external examiner to be selected by the Director/Principal of the institute from the panel of examiners, proposed by BOS and approved by the Vice Chancellor. The student will submit written report and make an oral presentation before a panel of internal examiner (Director/ principal of the institute or his or her nominee) and external examiner (to be appointed by director/principal of the institute from a panel proposed by the board of studies and approved by the vice chancellor .) THE assessment of the report and its presentation will be jointly done by the internal and external examiner. The Candidate shall be required to submit a Project Study report based on primary data. The project will be submitted before, the end of 4th Semester. The Project Report will include one chapter on the Organisation concerning which the research has been selected: The chapter on Organisation will deal with the brief history of the organization, Organizational structure, the performance of the organization, products/services and the overall performance and problems of the organization. Other chapters' will be related to the research problem of the project report. The average size of the project report ordinarily will be - 125 to 150 typed on thesis size paper, in I.5 space, Arial, and 11 size font. The report should be well documented and supported by relevant tables, charts, diagrams and bibliography. (Project study report has to be submitted in three copies-one to the UNI , one in the institute library and one for student, in a standard format which has been provided on the website "format of Project study report")



SHRI JAGDISHPRASAD JHABARMAL TIBREWALA UNIVERSITY, CHUDELA

MBA Syllabus 2020-2022

MB- SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT MBA- Optional

Max.Marks : 70

Time : 3 Hrs.

Objective:

The focus of Security Analysis is on how others analyze your company's securities on their own. Whereas, that of Portfolio Management is on how investors analyze your company's securities in comparison with other's on the security market. The course is designed with a view; To acquaint the students with the working of security market and principles of security analysis; and To develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions. **Section A**

Unit	Contents of Course	Hrs.
I	Investment Scenario & Security Markets: concept of investment-investment objectives and constraints-security and non security forms of investment. Securities markets: markets and their functions-methods of raising capital-development of stock market in India-demat.	10
II	Listing, membership, trading and settlement procedure, stock market indices, regulation of securities market (SEBI).	7
III	Risk and Return: total risk and its factors-concept and components of total risk- security returns: measuring historical and ex ante (expected) returns-systematic and unsystematic risk-quantifying portfolio risk and return-benefits of diversification-capital market line and capital assets pricing model.	10
IV	Introduction to portfolio management: The investment process-definition of investments-investment categories. Capital market theory: CAPM, CML-application of the security market line, APT.	10
V	Portfolio analysis: diversification, portfolio risk and return-Markowitz risk return optimization-single index model-the Sharpe index model-portfolio beta.Economic analysis, Industry analysis, Company analysis, Technical analysis.	8
Total		50

3MBF2

INTERNATIONAL FINANCIAL MANAGEMENT.

MBA-Optional

Max.Marks : 70

Time : 3 Hrs.

Objective:

The new economic environment has changed the total concept of business in the country. Financial markets of the world are increasingly integrating. Financial opportunities have increased manifold across markets. Almost all products and services face global competition. To introduce the environment of international finance and its implications on international business.

To analyze the nature and functioning of foreign exchange markets, determination of exchange rates and interest rates and their forecasting. **Section A**

	Contents of Course	Hrs.
I	Financial Management in a Global Perspective: Increasing Independence in the Global Economy-Trends in International Trade and Cross Border Financial Flows – India in the Global Economy – Recent Developments In Global Financial Markets – Liberalization – Integration and Innovation – Challenges of International Financial Management – Gains from International Trade and Investment.	9
II	International Monetary System and Financial Markets – An overview: Balance of Payments – International Monetary System – An Overview of International Financial Markets – Exchange Rate Determination and Forecasting.	8
III	International financial management: Genesis international flow of funds. Developments in international monetary system, exchange rate mechanism. Emergence of multinational financial management. Balance of payment. Risk: political and country risk. Raising capital: international.	9
IV	Intricacies of Foreign Exchange Markets-Structure and participants-types of transactions-mechanics of currency dealing-exchange rate quotations-arbitrage-forward rates-evolution of exchange control and foreign exchange market in India. Exchange rate computations.Parity	9
V	conditions in International Finance- Purchasing Power Parity, Covered I Parity conditions in International Finance- Purchasing Power Parity, Covered I nterest Parity,Real Interest Parity, Parity Conditions and Managerial Implications.Short term and long term borrowings in international markets: short term funding and investment-centralised vs decentralized cash management-pooling-exposure management. The costs and risks of foreign currency borrowing syndicated loans, country risk assessments.	10
Total		50



SHRI JAGDISHPRASAD JHABARMAL TIBREWALA UNIVERSITY, CHUDELA

MBA Syllabus 2020-2022

3MBF3 MANAGEMENT OF FINANCIAL SERVICES MBA Optional

Max.Marks : 70

Time : 3 Hrs.

Objective:

To focus on research, strategy and application specific to decision making in the highly competitive and rapidly growing services sector.

Section A

	Contents of Course	Hrs.
I	Introduction to financial services marketing: Concept of financial services, financial services and GDP, reforms in financial sector, recent issues and challenges in financial services in India.	8
II	Indian financial system: an overview of Indian financial institutions, types of financial services –fund and fee based. An overview of the different activities performed by a bank. Risk in financial services and changing perception of intermediaries regarding financial services.	9
III	Capital markets: government securities market, monetary money market. Merchant banking: nature and scope, regulation, overview of current Indian merchant banking scene-structure of merchant banking industry.	9
IV	primary market in India and abroad, SEBI guidelines, pricing and timing of public issues, pre-issue management-advertising and marketing, post issue management-rights issues.	9
V	Introductory, conceptual, evaluation, marketing and legal aspects of the following financial services: Lease, Hire purchase, consumer finance, factoring, bill financing, credit cards, securitization/mortgages.	10
	Total	40

3MBF4 FINANCE FOR STRATEGIC DECISIONS MBA Semester-IV

Max.Marks : 70

Time : 3 Hrs.

Objective:

The modern industrial or service firm must conduct its business in a rapidly changing and highly competitive environment. A premium is placed on the ability to react quickly and correctly to constantly changing market conditions. The objective of the course is to make student aware of the strategic decisions to be undertaken to familiarize with finance function.

Section A

Unit	Contents of Course	Hrs.
I	An Overview of the Financial System- Saving and Investment, Money, Inflation & Interest, Banking and Non-Banking Financial Intermediaries. Financial institutions and economic development: nature and role of financial system: financial system and financial markets, efficiency, stability, technology, government intervention in the financial system.	10
II	Financial Markets and Instruments- Money market and Capital Markets, Financial Instruments: REPO, TBs, Equities, Bonds, Derivatives etc. Characteristics of Financial Instruments: Liquidity, Maturity, Safety & Yield.	8
III	Concept of strategic decisions-changing global economic environment. Valuation of strategic options- merger and acquisition. Pricing & Planning, Strategy, Diversification & Merger-The Indian Cases.	9
IV	Strategic decisions regarding financial services-Valuation of exchange rate mechanism, strategic decisions regarding securitization factoring and forfeiting, value creation and value based financial strategy.	9
V	Analysis of enterprise – concept of valuation EVA, MVA, enterprise value. Analysis of corporate financial models.	8
	Total	50



SHRI JAGDISHPRASAD JHABARMAL TIBREWALA UNIVERSITY, CHUDELA

MBA Syllabus 2020-2022

4MBF1 FINANCIAL DERIVATIVES MBA Semester-IV

Max.Marks : 70

Time : 3 Hrs.

Objective:

The course aims to develop an understanding of the importance of financial derivatives and the institutional structure of the markets on which they are traded as well as developing the analytical tools necessary to price such instruments. The course will have three main parts; First, the most commonly traded derivative instruments will be introduced, and their role in the modern capital markets, in particular for risk management, explained both from a theoretical as well as practical point of view. Second, there will be discussion on the institutional structure of the markets, on which such instruments are traded. Third, the pricing of the derivatives instruments and the risk characteristics of derivatives will be discussed. **Section A**

Unit	Contents of Course	Hrs.
I	Definition of Derivative Securities- Brief history of derivatives, Evolution of Commodity,Currency, Stocks and Interest Rate Derivatives, Structure of derivative markets, forwards,futures, options, swaps etc.Examples of more sophisticated derivatives: barrier options,compound options, options on futures, swaptions.	10
II	Underlying assets: equities, currencies, commodities and interest rates. Reasons for trading: risk management, speculation and arbitrage. Market Characteristics- Futures and Options contract specifications, underlying asset, contract size, and delivery specifications. Marking to market using margin accounts. Familiarizing with market quotes.	8
III	Trading Strategies involving Options and Futures. Interest rate derivatives, Contractual specification: floating and fixed rate. Valuation of interest rate derivatives. Derivatives Pricing Theory- Option Pricing: Black-Scholes formula for option pricing: derivation and properties. Volatility: estimated vs. implied, options on dividend-paying assets, warrants and convertibles. Binomial models for option prices: definitions and terminology.	8
IV	Continuous-Time Models. Futures Pricing: Pricing by arbitrage: relationship between futures andspot price (cost of carry and reverse cost of carry), difference between futures and forward price,futures on dividend-paying assets.Risk Analysis and Management- Risk Measurement and Management Framework, Option's delta, gamma, Vega, theta, rho. Hedging with futures.	10
V	Derivatives Disclosure: Accounting Issues in Derivatives. Options and Futures Applications in India- Structure of Indian stock markets and the operational efficiency of options and futures, determination of the fair value of futures and options prices, Interactions between spot equity trading and trading in derivatives.	9
Total		50

Note: 60% of the Questions will be Numerical/Cases/Inferences based.

4MBF2 BANKING SERVICES OPERATION MBA Semester-IV

Max.Marks : 70

Time : 3 Hrs.

Objective:

The objective of the course is to develop the skills required for understanding India's most challenging and important financial services sector. Banking services operation will enable the management student to have an insight to the banking sector and how it works. **Section A**

Unit	Contents of Course	Hrs.
I	Indian financial system: the financial system – nature – evolution and structure – the functions of financial intermediaries – financial instruments – the role of financial system in economic development – the Indian financial system. Deposit products: types of bank deposits, computation of interest on deposits, deposit schemes, composition of bank deposits.	9
II	Credit policy: Need for credit policy, credit policy components of credit policy, credit policy pursued by the government, credit culture. Retail banking: basics of retail banking, forms of retail banking and emerging issues. Corporate banking: The nature of corporate banking, developments in corporate banking, consortium finance, multiple banking arrangements, and loan syndication.	9
III	Rural banking and Micro finance: sources of rural finance, credit delivery mechanism in rural finance to co-operative agricultural and rural development banks (CARDB) – regional rural banks (RRBS), service area approach (SAA) – National Bank for Agriculture and Rural Development (NABARD), microfinance.	10
IV	Follow up and recovery: NPAs, classification, securitization, SARFAESI Act etc. Securitization: meaning of securitization, process of securitization. Fee-based services: the fee-based services of banks, letter of credits, bank guarantees, subsidiary services, off balance sheet activities, bank assurance.	9
V	Introduction to banking operations: the changing nature of banking operations, importance of customer relationship management in banks – different types of products and services offered to customers – role of technology in banking operations – the need for Asset-Liability Management. Introduction to electronic banking: electronic banking: market assessment, e-banking: an introduction, internet: e-commerce, e-banking in India, internet banking strategies,risks in e-banking. : Payment and settlement systems, RTGS and clearing house.	8
Total		40



SHRI JAGDISHPRASAD JHABARMAL TIBREWALA UNIVERSITY, CHUDELA

MBA Syllabus 2020-2022

3MBM1

ADVERTISING MANAGEMENT

MBA Semester-IV

Max.Marks : 70

Time : 3 Hrs.

Objectives:

The objective of this course is to develop the understanding about the marketing communication tools and implement them in designing Advertisement strategies.

Section A

Unit	Contents of Course	Hrs.
I	Introduction of Marketing Communication and Advertising-Overview of marketing communication, Factors affecting the marketing communication mix, Integrated Marketing Communication, Ethical issues in marketing communication. Advertising as a Management Function.	9
II	Role of Advertising in the Marketing Process. Consumer Orientation in Advertising.Types of Advertising, Methods of Classification.Marketing Communication Planning-Models of marketing communication, developing & control of marketing communication, marketing communication planning procedure.	8
III	Advertising objectives and planning - Meaning Definition and objectives of Advertising,Types of advertising, and the advertising agency: Function & types, Advertising Agency compensation. Creative strategy - Target market & creative objective, advertising Appeals,Creative format & creation stage, Copy testing and plagnosis.	9
IV	Steps in Advertising Strategies. Creative Strategy-Variou appeals and execution Styles,General idea of What Great Advertising Thinkers say-both Indian and foreign, Print advertising,Electronics advertising, outdoor advertising, direct mail advertising.	8
V	Media planning & promotion - Environment analysis media object, Media strategy & media planning modes, Indoor media, outdoor media, Measuring Advertisement Performances, Current developments in advertising. Media mix-print, broad cast (T.V. & Radio), Cinema, Outdoor, Direct Mail advertising, and Internet. Defining media planning-From marketing plan to media plan, challenges in media planning.	10
Total		40

3MBM2

INTERNATIONAL MARKETING

MBA Optional(B)

Max.Marks : 70

Time : 3 Hrs.

Objectives:

The course is designed to enable students to acquire expertise in developing marketing strategies for countries other than their own. The course will help them to understand to deal with international marketing situations and the impact of international competitors.

Section A

Unit	Contents of Course	Hrs.
I	International market environment: identifying and analyzing opportunities in the international trading environment-understanding the changes in the world trading environment-IMF, WTO, World Bank. The C factors-countries, currency, competitors.	9
II	Understanding customer buying behaviour: consumer, business, institutional in different countries at different stages of economic and political development-using marketing research to identify oppo nities, similarities and differences.	7
III	International marketing research: MR agency selection-the use of comparative analysis in international market appraisal- the development of international market strategy- international marketing planning.International product management: portfolios, standardization and adaptation. Evaluation of stability with reference to marketing and financial implications.Marketing communication: availability, constraints, suitability, selection of agencies.	10
IV	Distribution and logistics: foreign market channel management. Appropriateness for financial, distribution, marketing and international trade purposes, customer service levels-demand generation and costs.	9
V	Pricing strategies: skimming and penetration pricing; currency considerations in exporting and in international marketing. Evaluating and controlling: particular difficulties in evaluating and controlling international marketing strategy.	9
Total		40



SHRI JAGDISHPRASAD JHABARMAL TIBREWALA UNIVERSITY, CHUDELA

MBA Syllabus 2020-2022 3MBM3 SALES & DISTRIBUTION MANAGEMENT MBA Optional(B)

Max.Marks : 70

Time : 3 Hrs.

Objectives:

To provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution, To pay special emphasis on the practising manager's problems and dilemmas, To develop skills critical for generating, evaluating and selecting sales and distribution strategies.

Section A

Unit	Contents of Course	Hrs.
I	The Sales Management - Introduction to sales management and sales organization, Sales function & policies, Personal selling - nature, scope & objectives, Formulating Personal selling strategy.	8
II	Planning the Sales Effort - Sales planning and Budgeting, Estimating Market Potential and Sales forecasting, Setting the sales territory & quotas, Sales and cost Analysis.	10
III	Organizing and Directing the sales Force - Recurring and training sales personnel, Designing & compensating sales Personnel, Motivating and Leading the sales force, Evaluating sales force performance.	9
IV	Distribution Management - Managing marketing logistics & channels, Channel Integration -VMS, HMS, Channel Management, and Marketing channel Policies & legal issue.	9
V	Channel Institutions & control, Wholesaling &- Retailing, Channel Information systems,Managing & Evaluating Channel Performance Case & future trends in sales & distribution management	8
	Total	40

3MBM4 PRODUCT & BRAND MANAGEMENT MBA Optional(B)

Max.Marks : 70

Time : 3 Hrs.

Objectives:

To help the students appreciate the relationship between Corporate Strategy and Product and Brand Management. To equip the students with the various dimensions of product management such as product-line decisions, product platform and product life cycle. To provide a framework to understand the new product development process, the organizational structures for new product development and product management functions within an organization To explore the various issues related to Brand Management and to enhance the understanding and appreciation of this important intangible strategic asset including brand associations, brand identity, brand architecture, leveraging brand assets, brand portfolio management etc.

Section A

Unit	Contents of Course	Hrs.
I	Introduction to Product Management and market management: - What is Product & Product - Service Continuum, Individual Product Decisions, Product attributes, Product and product Lives, Special issues in Product Management - Product Life cycle & Strategy, Product Differentiation, New Product development.	8
II	Orientation in the product & market management-FMCG companies, companies catering to industrial markets. Understanding product manager's role and nature of markets: product-market-profit-coordination-forecasting-planning at corporate-divisional and product levels-the product manager's role in organization, new product development, training field force, financial analysis, legal aspects and understanding competitive strategies for decision making.	10
III	Introduction to Brand Management and Crafting of Brand Elements. Consumer Brand Knowledge. Brand Identity, Personality and Brand Associations. Managing Brand Architecture and Brand Portfolios. Corporate Branding and Tools for Building Brand Equity.	8
IV	Leveraging Brand Equity. Measurement of Brand Equity. Brand as a Concept - Value & Significance of Brand, Brand Name, Symbol & Slogan, Brand Strategic Decision, Line Expensing & Brand Extension.	89
V	Promotion; Concept of Brand Equity & Association - Brand Loyalty; Awareness, Creating and Managing Brand Equity, Selecting, Creating and Maintain Associate.	
	Total	40



SHRI JAGDISHPRASAD JHABARMAL TIBREWALA UNIVERSITY, CHUDELA

MBA Syllabus 2020-2022

4MBM1

CONSUMER BEHAVIOR & MARKET RESEARCH

MBA Optional(B)

Max.Marks : 70

Time : 3 Hrs.

Objectives:

At the end of the course it is expected that the students will be proficient and knowledgeable about the various disciplines contribution in understanding buyer behaviour in a holistic manner familiar with the advances in consumer research in deciphering buyer motivation, and behaviour (pre-purchase, purchase and post purchase), impact of social and cultural variables on consumption decisions equipped with frameworks to analyze consumers behaviour and use them in designing marketing strategies and in enhancing the effectiveness of marketing programmes

Section A

Unit	Contents of Course	Hrs.
I	Consumer Behavior – Identifying the customer and classifying customers. Key Determinants of Buyer Behavior and a Framework of Buyer Behavior-attitudes, motivation, and perception.	9
II	Family Influences on Buyer Behaviour. Reference Groups, Opinion Leaders and Social Influences. Social Classes, Social Stratification and Buying Behaviour. Cultural Influences on Consumer Behaviour.	9
III	Individual Determinants of Buyer Behaviour and Internal Processes. Understanding Consumer Motivation-Consumer Personality and Self Concept, Learning, Memory and Behaviour Modification.	8
IV	Formation and Modification of Consumer Attitudes.Consumer Decision Process – Pre purchase Issues.Introduction to Marketing research- Nature & scope of Marketing Research, Functions of marketing research, Manager - Research Relationship, Managing Marketing Research & Ethical Issues.	9
V	Exploratory research design, descriptive research design, application of causal research design, sample design. Sources and methods of collecting data - Types of data, Method of Collecting data, Commercial survey, Audits, Survey Research, Instruments for respondent communication, Experimentation & data collection errors. Measurement in marketing research - Concept & scales of measurement, Attitude & motivational Research techniques. Sampling and data Analysis.	10
	Total	40

4MBM2

MARKETING OF SERVICES

MBA Optional(B)

Max.Marks : 70

Time : 3 Hrs.

Objectives:

Planning and implementing the marketing strategy for service products requires a different sort of approach, which is different from the traditional goods marketing. The objective of this course is to acquaint the students to the uniqueness of the services characteristics and its marketing implications. The intent of the course is to discuss measure and analyze several facets in the area of services marketing essential for the success of a service sector firm. **Section A**

Unit	Contents of Course	Hrs.
I	Introduction to Service Marketing - Understanding Service, The Nature of Service Marketing, Classification of service. Service Consumer Behavior - Understanding Consumer Behaviors, Customer expectations & perceptions, managing & exceeding customer service expectations, Strategic for influencing customer perception.	9
II	Strategic Issues in Services Marketing - Market Segmentation & Targeting; Individualized Service and Mass Customization, Differentiation and Positioning of Services; Steps in developing a positioning strategy, Developing and maintaining demand & capacity.	9
III	The marketing mix and services - The marketing mix elements, Traditional marketing mix -Product, price place, promotion & communication services, and extended marketing mix –people, process physical evidence in services.	9
IV	Challenges of service marketing - Developing & managing the customer service function, Marketing planning for service; Developing & maintain quality ill services, Relationship marketing.	9
V	Service marketing - specific Industries, Tourism, Travel, Transportation service marketing, financial services; Education & Professional service, Telecom & Courier, Media Service	9
	Total	40



SHRI JAGDISHPRASAD JHABARMAL TIBREWALA UNIVERSITY, CHUDELA

MBA Syllabus 2020-2022

3MBH1 TRAINING AND DEVELOPMENT MBA Optional(C)

Max.Marks : 70

Time : 3 Hrs.

Objective:

The Purpose of this paper is to provide an in-depth under-standing of the role of training in the HRD and to enable the course participants to manage the Training system and processes.

Section A

Unit	Contents of Course	Hrs.
I	Introduction to Training & Development - Training and Training needs Assessment, Training Design and Administration, Training methods, Technique & Aids, Training Strategy.Performance Appraisal & Training - Learning through training, Adult Learning (Andragogy), Learning theories and learning Curve, Learning Styles.	9
II	Training Process: An Overview; Role Responsibility and Challenges to Training Managers; Organization and Management of Training Function; Training Needs Assessment and Action Research; Instruction Objectives and Lesson Planning; Learning Process; Training Climate and Pedagogy; Developing Training Modules.	9
III	Trainer & Training Institutions - Trainers Profile, Types of Training Institutions, Trainer as a change Agent, MDP and EDPs	9
IV	Evaluation of Training - Training evaluation & ROI, Trainer of Training, Measurement Tools & Technique, Feedback Mechanism.	9
V	Training Methods and Techniques: Facilities Planning and Training Aids; Organizing the training Department, controlling training, Training Communication; Training Evaluation; Training and Development in India.	9
	Total	40

3MBH2 STRATEGIC HUMAN RESOURCE MANAGEMENT MBA Optional(C)

Max.Marks : 70

Time : 3 Hrs.

Objectives:

The purpose of this course is to Understand Strategic HRM, Aligning HR systems with business strategy, Strategy formulation, Strategies for performance and development with knowledge of global economy factors. The score card approach is also gaining its importance.

Section A

Unit	Contents of Course	Hrs.
I	Understanding Strategic HRM: Traditional vs. strategic HR, Typology of HR activities, "best fit" approach vs. "best practice" approach, HR strategy and the role of national context, sectoral context, and organizational context on HR strategy and practices, investment perspective of human resources.	8
II	Aligning HR systems with business strategy: Sustained competitive advantage - how HR adds value to the firm - HR as scarce resource - non-substitutable resource, linking HRM practices to organizational outcomes - assessing and reducing costs - behavioral impact of HR practices -marginal utility models - auditing HR practices and department, linking strategy to HRM practices - corporate HR philosophy and company wide HR standards - HRM leading strategy formulation, alternative HR systems - universalistic - contingency - configurational, congruence and integrated HR systems.	10
III	HR Strategy in work force utilization: Efficient utilization of human resource - cross training and flexible work assignment - work teams - non unionization, strategies for employee shortages, strategies for employee surpluses. Strategies for performance and development: Typology of performance types - marginal performers - under achievers - stars - solid citizens, managing employee ability - recruitment and selection strategy typology, incentive alignment, psychological contracting.	10
IV	Evaluating HR Function : Overview of evaluation - scope - strategic impact - level of analysis - criteria - level of constituents - ethical dimensions, approaches to evaluation - audit approach - analytical approach - quantitative and qualitative measures - out come and process criteria, balanced score card perspective, bench marking, accounting for HRM - purpose of measuring cost and benefits of HRM - approaches to HRM performances - employee wastage and turn over rates - cost of absenteeism - measuring human resource cost.	8
V	HR Score card: HR as a strategic partner and measurement challenge, seven step model for implementing HR strategic role, creating an HR score card, measuring HR alignment - two dimensions of alignment - assessing internal and external alignment - systems alignment map.	8
	Total	40



SHRI JAGDISHPRASAD JHABARMAL TIBREWALA UNIVERSITY, CHUDELA

MBA Syllabus 2020-2022

3MBH3

LEADERSHIP SKILLS AND CHANGE MANAGEMENT

MBA Optional(C)

Max.Marks : 70

Time : 3 Hrs.

Objectives:

The course will let the student understand the impact and importance of becoming a leader, effective leadership behaviour and styles. Understanding the change, its role and implementation.

Section A

	Contents of Course	Hrs.
I	The nature and importance of leadership: The meaning of leadership – leadership as a partnership – leadership vs. management – the Impact of leadership on organizational performance – leadership roles – the satisfactions and frustrations of being a leader. Traits, Motives, and characteristics of leaders: Personality traits of effective leaders' leadership motives-cognitive factors and leadership.	9
II	Effective leadership behaviour and attitudes: task-related attitudes and behaviours –relationship-oriented attitudes and behaviours – super leadership: leading others to lead themselves – 360-degree feedback for fine-tuning leadership approach. Leadership styles: the leadership continuum: classical leadership styles – the boss-centered vs. employee-centered leadership continuum – the autocratic participative free rein continuum- the leadership grid styles – the entrepreneurial leadership style – gender differences in leadership style – selecting the best leadership style.	10
III	Developing teamwork: team leadership vs. solo leadership – advantages and disadvantages of group work and team work – the leaders role in the team-based organization-leader behavior and attitude the foster teamwork. Leadership development, succession and the future: development through self-awareness and self-discipline – leadership development programmes.	8
IV	Understanding change: nature of change – forces of change – perspective on change: contingency perspective – population ecology perspective institutional perspective – resource-dependence perspective Types of change: continuous change – discontinuous change – participative change – directive change.	9
V	Implementing change: assemble a change management team – establish a new direction for change – prepare the organization for change – set up change teams to implement change – align structure, systems and resources to support change – identify and to remove road blocks to change – absorb change into the culture of the organization.	9
	Total	40

3MBH4

HUMAN RESOURCE PLANNING

MBA Optional(C)

Max.Marks : 70

Time : 3 Hrs.

Objectives:

To understand the purpose, process and applications of human resource planning in the context of different organizational strategies. To create a critical appreciation and knowledge of understanding the determinants of human resource requirements. And the means for meeting those requirements. To create practical awareness about the current trends in human resource planning in global companies.

Section A

Unit	Contents of Course	Hrs.
I	Introduction: definition and concept of HRP, benefits, process. HRP components. HR planning and corporate strategies: HR planning as a strategic process-employees as resources-goal attainment, linking HR process to strategy, involvement in strategic planning process, strategic HR Planning model, staffing system.	8
II	Job analysis: meaning and definition, job analysis process, techniques of job analysis, methods and practice of job analysis, competency based approach. HR Forecasting: Forecasting Manpower Needs, the Forecasting Process, Inventorying available talent.	9
III	Projecting Future Talent Supply, forecasting Staffing Requirements. Index analysis-expert forecasts-delphi technique-nominal group technique-HR budget and staffing table, scenario forecasting, regression analysis.	10
IV	Career planning and succession management: definitions, concepts, stages of career development process and organizational HR Policies, carrier Anchors – Stages of growth and career.	9
V	career processes Succession management process and Management development programmes, objectives of MDP's, Job rotation, Auditing MDP's management development methods, challenges of succession management, Replacement analysis.	9
	Total	40



SHRI JAGDISHPRASAD JHABARMAL TIBREWALA UNIVERSITY, CHUDELA

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4MBH1 EMPLOYMENT LAWS MBA Optional(C)

Max.Marks : 70

Time : 3 Hrs.

Objectives:

This course is designed to understanding basic concept behind procedural substantive and protective legislation relating to employment laws.

Section A

Unit	Contents of Course	Hrs.
I	Trade Unions Act, 1926: Objectives of the act, definitions, coverage, registration & recognition of Trade Unions. Industrial Employment (Standing Orders) Act, 1946: Various issues pertaining to employment standing orders. Industrial Disputes Act, 1947: Machinery available for settling for grievance handling, penalty, strike lockout, layoff, retrenchment etc.	9
II	The Payment of Bonus Act, 1965: Computation of gross benefit and available surplus disqualification for bonus, set on and set off allocable surplus, reference of disputes under the act, penalty special provision with respect to payment of bonus linked with production of productivity.	8
III	Employees Provident Funds (and Misc. Provisions) Act, 1952 : Exempted establishments, employee family pension scheme, employee's deposit linked insurance scheme, Mode of Recovery of Money due from employees, protection against attachment, priority of payment of contribution over other debts, employer not to reduce wages etc., liability in case of transfer of establishment. Workman's Compensation Act, 1923: Objective of the Act Definitions, Dependant Employer, Wages, Workmen, Workmen's Compensation (Employer's Liability for compensation, amount of compensation, Procedure for compensation).	10
IV	Employee's State Insurance Act, 1948: Contributions, administrative arrangements, Benefits (Sickness Benefit, Maternity Benefit, Disablement Benefit, Dependants Benefit, medical Benefit, Funeral Benefit, Prescribed Specification for Entitlement Administration of Disablement Benefit), Provision of Medical Treatment by State Government, Penalties. Minimum Wages Act, 1948: Definition, all provisions of the act.	9
V	Payment of Wages Act, 1936: Definition, scope and provision of the act. The Contract Labor Regulation and Abolition Act: Definition, scope and provision of the act. Factories Act, 1948: Definition, scope and provision of the act. Shops & Establishment Act :Ethical issues & Laws at Work Places.	9
Total		40

4MBH2 PERFORMANCE MANAGEMENT & RETENTION STRATEGIES MBA Optional(C)

Max.Marks : 70

Time : 3 Hrs.

Objectives:

The objective of this paper is to introduce the basic concept of performance management and to widen the knowledge of the students in selecting and implementing the various performance measurement methods for better designing of reward system associated with it.

Section A

Unit	Contents of Course	Hrs.
I	Performance Appraisal – A Conceptual Framework, Concept & Definitions of performance appraisal, Objectives of performance appraisal: Process of performance appraisal, Performance Appraisal vs Performance Management System, Concept of performance management, Process & elements Of performance management. Behavioral Performance Management	9
II	Learning Theories; Principles of Learning: Reinforcement and Punishment, Role of Organizational Reward Systems, Behavioral Performance Management or OB Mod. Potential Appraisal & HRD - Meaning & objectives of Potential Appraisal, Potential Appraisal & Performance Appraisal, Concept of HRD; Objectives and challenges of HRD, D Mechanisms and HRD outcomes.	10
III	Performance Planning & Measuring Performance - Meaning & need or Performance Planning, Planning Individual Performance, Principles of Measurement.	8
IV	Classification of Performance Measures, Measurement issues; Approaches &: tools to measure organizational performance, Traditional and modern performance appraisal methods Competency Analysis and Competency Mapping	9
V	Meaning of competency, Competency Analysis and Approaches to competency Analysis, Competency mapping ; Need development and assessment of competency models, Competency and performance, Tools to identify the competencies of the employees.	9
Total		40



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3MBI1 INTERNATIONAL MARKETING

MBA Semester-III

Max.Marks : 70

Time : 3 Hrs.

Section A

Unit	Contents of Course	Hrs.
I	International Marketing: Concept, scope & Objectives. Challenges and opportunities in International Marketing, Underlying forces of International Marketing. Export Marketing: Recent Import Export Policy and Procedures, as on 31 st March. General Various Export Promotion schemes, as on 31 st March of the last financial Year.	9
II	Facilities and incentives relating to export business: Rules for successful exporting. Preliminaries for starting Export Business, Registration of Exporters, Sending / Exporting samples, Appointing Overseas Agents Obtaining a License (Export License). International Pricing Decisions: Factors influencing international pricing decisions- Uniform pricing V/s Market by market pricing Arranging Finance for exports: Financial and fiscal incentives provided by the Government and foreign exchange facilities by the R.B.I. and EXIM Bank.	10
III	Institutional support from Government, Semi. Government and Autonomous Organizations for Exporters. Obtaining export credit Insurance. Exchange rates, Understanding foreign exchange rates and protection against their adverse movement.	8
IV	Export Documentation: Submitting Documents to Bank for purchase /Collection / Negotiation under L/C. Export Credit Limit. Preparing Export Document Shipping and Customs Clearance of the goods. Processing /Manufacturing goods for Export and their inspection by Government Authorities.	9
V	Compulsory Quality Control and Pre-shipment Inspection, Excise Clearance, Insuring goods against marine risks, Marine Insurance. Labeling, Packaging, Packing And Marketing Goods For Orientation to GATT and functions of W.T.O.	9
	Total	40

3MBI2

INTERNATIONAL BUSINESS AND FINANCE

MBA Semester-III

Max.Marks : 70

Time : 3 Hrs.

Section A

Unit	Contents of Course	Hrs.
I	Overview of international business. Globalization and its impact. WTO and its impact. Role of World Bank, IMF, SDR. Nature, scope and significance of international finance.	9
II	Use of IT in international finance. Forex Markets. Definition of foreign currency and foreign transactions- trade and non trade. Forex Markets- spot forward, future options & swaps. Role of participants of Forex market.	9
III	Exchange Rate determination-Mathematical models. Impact of Euro currency, Chinese Yuan, Japanese Yen and US Dollar. Emerging importance of Indian rupee. Regulatory Framework of international finance.	8
IV	Indian perspective-FEMA, foreign trade policy, role of RBI, rupee convertibility, EOU/STPI, SEZ, EPZ. International perspective-federal bank, European Central Bank, ICC guidelines. Sources of international finance. Trade settlement methods. Export Finance. Buyers credit and supplier's credit	10
V	International receivables and cash management. ECB, FCCB, ADR, GDR, FDI. Syndication. Forex Risk Management. Risk definition and measurement. Hedging tools and techniques- internal and external. International Accounting Standards on foreign transactions.	9
	Total	50



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3MBI3

Indian Foreign Trade Policy

MBA Semester-III

Max.Marks : 70

Time : 3 Hrs.

Objective: To familiarise students with the importance and techniques used for effective management of foreign exchange and international banking Content:

Section A

Unit	Contents of Course	Hrs.
I	Meaning and significance of foreign trade, History of Foreign Trade regulation in India: from FERA to FEMA.	9
II	RBI Guidelines, FEDAI rules, EXIM policy, Role of EXIM	8
III	Bank and ECGC. Balance of Payments and Trade Balance. Bilateral trade: MFN Status.	9
IV	Trade barriers: Role of WTO, Methods of financing foreign trade: Facilities to importers and exporters:	8
V	Letters of Credit, Bank Guarantees, Duty drawback structure. Bill financing: Forfeiting.	9
	Total	40

3MBI4

International Financial Management

MBA Semester-III

Max.Marks : 70

Time : 3 Hrs.

Section A

Unit	Contents of Course	Hrs.
I	The importance, Rewards and Risk of International Finance, A backgrounder to the International Financial systems –Gold and Dollar Standards. Case for Fixed versus. Flexible Exchange Rates. Foreign Exchange Markets: Spot exchange markets – the organization of Inter Bank Market, Exchange Arithmetic – purchase and Sales transactions, Exchange quotations, Types of Buying and Selling rates, Cross rates.	10
II	Chain rule, retail versus Inter-Bank rates, Bank settlement via correspondent accounts, Chips, Chaps and Swift, Market Clearing And Exchange Brokers. Forward exchange contracts –features of forward contracts, Forward exchange Premiums and discounts, Conventions in quoting forward Exchange, calculation of forward rates based on cross rates, Rollover Forward contracts. Currency Futures, Currency Options,	8
III	Currency Swaps and Pricing of futures and options – Binomial pricing and Black –Schools formula. Foreign Exchange Risk and exposure and management – transition exposure, translation exposure and economic exposure and the management of these exposures. How to hedge and speculate: Hedging and speculating via forwards, futures, options and swaps.	8
IV	International Manifestations of the Law of One Price: The Purchasing power parity principle and the Interest parity principle. Short term financial Markets: Eurodollars, Euro currencies, Euro notes and Multinational Banking Market Efficiency: Efficiency of money markets and efficiency of foreign exchange markets. Long term financial markets – Equity and Bond investments, Equity and Bond financing, Eurobonds and foreign bonds, Multi-currency bonds, Bank financing –Parallel Loans and Credit Swaps.	8
V	Portfolio Analysis, Portfolio Selection and capital market theory in International context. Foreign Direct Investment: Capital Budgeting for foreign direct investment, Difficulties in evaluating Foreign projects, The adjusted –present value technique, selecting the appropriate discount rates, Actual practiced of capital budgeting .	8
	Total	50



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4MBI1

Intellectual Property Rights

MBA Semester-IV

Max.Marks : 70

Time : 3 Hrs.

Section A

Unit	Contents of Course	Hrs.
I	General Overview of Intellectual Property .Industrial Property: Patents, Designs, Plant Varieties .	9
II	Industrial Property: Trademarks, Geographical Indications, Trade Secrets and Unfair Competition.	8
III	Copyrights and Related Rights(International) Protection of Industrial Property at the National Level.	9
IV	Protection of Copyright and Related Rights at the National Level .	8
V	Enforcement of Intellectual Property Rights Contemporary Intellectual Property Issues	8
	Total	40

4MBI2

International Marketing

MBA Semester-IV

Max.Marks : 70

Time : 3 Hrs.

Section A

Unit	Contents of Course	Hrs.
I	Objectives of International Marketing - Challenges and opportunities in International Marketing - Quality considerations in International Marketing - Underlying forces of International Marketing Global marketing environment - Economic Environment.	10
II	Socio-cultural Environment - Legal and Statutory Framework Global Marketing Information System and Research Planning for International Marketing - Market Analysis and Foreign Market Entry Strategies MNE and lifecycle of its products - Basic product strategies.	10
III	Pricing - Factors influencing pricing decisions - Physical distribution for International Marketing - Channels for Distribution - Inventory Decisions .	8
IV	Use of Virtual Channels in International Marketing Documentation and procedural complexities - Registration with various agencies - Compulsory Quality Control - Processing Export Orders.	8
V	Export Promotion - Financing of the Exports - Export Incentives - Role played by Government in Export Promotion - Custom Clearance procedures for export cargo Limitations of Global Marketing.	8
	Total	40