

Rajiv Gandhi Proudhyogiki Vishwavidyalaya, Bhopal (M.P.)

MBFA - 201 FINANCIAL MANAGEMENT

UNIT I

- **Introduction:** Meaning and Objectives of Financial Management, Scope and Functions of Financial Management, Wealth Maximization v/s Profit Maximization, Short Term and Long Term Sources of Finance in India.

UNIT II

- **Investment Decision:** Concept of Time Value of Money, DCF and Non DCF Methods for Evaluating Projects, ROI and ROE.

UNIT III

- **Financing Decisions:** Relationship between Investment and Financing Decisions, Cost of Debt & Bonds, Cost of Preference Share, Cost of Equity, Weighted Average Cost of Capital and Optimum Capital Structure.

UNIT IV

- **Leverage Analysis:** Determination of operating leverage, financial leverage and total leverage, Financial Break-Even and Equilibrium Point, Leverage and Financial Distress.

UNIT V

- **Dividend Decisions:** Dividend Theories, Factors Affecting the Dividend Policy, Alternative Forms of Dividend, Dividend Discount Model.

REFERENCE BOOKS

1. Pandey, I.M. financial Management, Vikas Publishing House, New Delhi.
2. Khan M.Y. and Jain P.K. Financial Management, Tata McGraw Hill, New Delhi.
3. Keown, Arthur J., Martin, John D., Petty, J. William and Scott, David F, Financial Management. Pearson Education.
4. Chandra, Prasanna; Financial Management TMH, New Delhi.
5. Van Horn, James C., Financial management and Policy, Prentice Hall of India.
6. Brigham & Houston, Fundamentals of Financial Management, Thomson Learning, Bombay.
7. Kishore, R., Financial Management, Taxmans Publishing House, New Delhi.

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MBFA -202 RELATIONAL DATABASE MANAGEMENT SYSTEM

UNIT I

- Database System Architecture – Data Abstraction, Data Independence, Data Definitions and Data Manipulation Languages.
- Data models – Entity Relationship (ER), Mapping ER Model to Relational Mode, Network. Relational and Object Oriented Data Models, Integrity Constraints and Data Manipulation Operations.

UNIT II

- Relation Query Languages, Relational Algebra, Tuple and Domain Relational Calculus, SQL and QBE.
- Relational Database Design: Domain and Data dependency, Armstrong's Axioms, Normal Forms, Dependency Preservation, Lossless design, Comparison of Oracle & DB2.

UNIT III

- Query Processing and Optimization: Evaluation of Relational Algebra Expressions, Query Equivalence, Join strategies, Query Optimization Algorithms.

UNIT IV

- Storage Strategies: Indices, B-Trees, Hashing, Transaction processing: Recovery and Concurrency Control, Locking and Timestamp based Schedulers, Multiversion and Optimistic Concurrency Control Schemes.
- Advanced Topics: Object-Oriented and Object Relational databases. Logical Databases, Web Databases, Distributed Databases, Data Warehouse and Data Mining.

REFERENCE BOOKS

- (1) An introduction to Database System – Bipin Desai, Galgotia Publications
- (2) Database System: concept, Design & Application by S.K.Singh (Pearson Education)
- (3) Database management system by Leon & Leon (Vikas publishing House).
- (4) Database Modeling and Design: Logical Design by Toby J. Teorey, Sam S. Lightstone, and Tom Nadeau, “”, 4th Edition, 2005, Elsevier India Publications, New Delhi
- (5) Fundamentals of Database Management System – Gillenson, Wiley India

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MBFA–203 HUMAN RESOURCE MANAGEMENT

UNIT I

- Introduction to Human Resource Management–Definition–Objectives and functions–Role and structure of Human Resource Function in organizations, Present day Challenges of HRM, Strategic HRM, Global HRM, Role of HR Manager. Objectives and functions of Personnel management. Characteristics and qualities of Personnel Manager. Difference between Personnel Management, HRM and HRD.

UNIT II

- Human Resource Policies: importance, essentials and formulation. HR procedures & practices. Human Resources Planning– Concept, Need, Objectives, Importance, Process and limiting factors. Manpower Estimation–Job analysis, Job Description, Job Specification.

UNIT III

- The systematic approach to Recruitment & Selection: Recruitment & Selection Policy, Recruitment & Selection Procedures, Recruitment & Selection Methods and Evaluation process.
- Training and Development–Objectives, Needs, Process, challenges and Methods. Evaluation of Training Programs. Introduction to Career and Succession Planning.

UNIT IV

- Performance Appraisal: Definition, Purpose of appraisal, Procedures and Techniques including 360 degree Performance Appraisal, Job Evaluation.
- Compensation Administration: Nature and Objectives of compensation, components of pay structure, Wage Policy in India– Minimum Wage, Fair Wage and Living Wage. Health & safety.
- Incentive Schemes: Meaning and Definition, Prerequisites, Types and Scope. Fringe Benefits.

UNIT V

- Promotion, Transfer and Separation: Promotion–purpose, principles and Types; Transfer–reason, Principles and types; Separation – lay-off, resignation, dismissal, retrenchment, Voluntary Retirement Scheme.
- Discipline and Grievance Procedures: Definition, Disciplinary Procedure, Grievance Handling Procedure and Conflict Management. Industrial Relations Nature, importance and approaches of Industrial Relation
- Concepts of JIT, TQM, Kaizen, Quality Circles.

REFERENCE BOOKS

- Personnel Management CBMamoria
- Personnel Management RSDavar
- Economics of Labour and IR TN Bhagoliwal
- Management of Human Resources Prasad & Banerjee
- Cases in Human Resources Management MN Rudrabasavaraj
- Personnel Management EBFlippo
- Human Relation Work K. Davis
- Personnel Management & Human Resources V. Ratham, CSVenkata, V.K. Shrivastava
- Human Resource Development & Mgt. Ghosh , Biswanath

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MBFA-204 ORGANISATIONAL BEHAVIOUR

Unit I

Focus and Purpose:

- Definition, need and importance of organizational behavior– Nature and scope– Framework–Organizational behavior models, Organization and the environmental factors.
- Organizational Theory, Organizational behavior modification. Misbehavior–Types

Unit II

Individual Behavior

- Personality– Types–Factors influencing personality– Theories.
- Learning– Types of learners– The learning process–Learning theories. .
- Attitudes – Characteristics– Components– Formation – Measurement-Values.
- Perceptions – Importance – Factors influencing perception – Interpersonal perception- Impression Management. Emotions and Moods in workplace

Unit III

Group Behavior

- Organizationstructure–Formation–Groups in organizations–Influence–Groupdynamics– Interpersonal Communication
- Team building–Interpersonal relations– Group decision making techniques.
- Meaning of conflict and its types, Conflict Redressal process.

Unit IV

Leadership and Power

- Leadership – Meaning, importance, traits, styles and Theories. Leaders Vs Managers.
- Sources of power – Power centers – Power and Politics.
- Motivation at work–importance, need, types and its effect on work behavior. Motivation Theories : Maslow's, Herzberg, etc.

Unit V

Dynamics of Organizational Behavior

- Organizational culture and climate– Factors affecting organizational climate–Importance.
- Organizational change –Importance– Stability Vs Change–Proactive Vs Reaction change–the Change process–Resistance to change– Managing change.
- Stress–Work Stressors–Prevention and Management of stress–Balancing work and Life. Organizational Development – Characteristics & objectives.
- Organizational effectiveness. Benchmarking-TQM and Six Sigma (Overview)

REFERENCE BOOKS

Human Behavior at work Keith Devis
Organizational Behavior; Concepts, Skills and Practices Kinicki Kreitner
Dimension of Organizational Behavior T. Herbert
Organization & Management R. D. Agrawal
Organizational Behavior and Performance Aszilagyl & Wallace
Organizational Behavior K. Aswathapa
Organizational Behavior Jit Chandan
Organizational Behavior V. Ghosh
Organizational Behavior Gregory Morehead
Organizational Behavior Fred Luthans
Organizational Behavior Rosy Joshi
Organizational Behavior Stephen Robbins

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MBFA - 205 INVESTMENT MANAGEMENT

UNIT I

- Investment – Features of Investment – Principles of Investment – Kinds of Investment – Stages in Investment – Investment Vs Speculation – Sources of Investment information.

UNIT II

- Investment Risk – Systematic Risk – Unsystematic Risk – Business Risk – Measurement of Risk – Corporate Securities - New Issue Market – Conventional Stock Exchanges – New Stock Exchanges - Listing of Securities.

UNIT III

- Security market indicators – Securities and Exchange Board of India – Objectives – Functions – SEBI Guidelines

UNIT IV

- Fundamental Analysis – Economic Analysis – Industry Analysis – Company Analysis – Technical Analysis – Types of Charts – Indicators – Evaluation.

UNIT V

- Portfolio Analysis – Portfolio Constructions & Management – Portfolio evaluation & Portfolio – Mutual Funds – Types - Merits and Demerits.

REFERENCE BOOKS

1. Security Analysis & Portfolio Management Jordan & Fisher PHI
2. Modern Investment Theory Robert A Haugen, PHI
3. Investment & Securities Markets in India VA Avadhani, Himalayas Investments .

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MBFA –206 RETAIL MANAGEMENT

UNIT I

- Concept, Functions, Channels of retailing, Retail formats and types, Modern retail formats, Retailing, Importance of retailing, Retail Marketing Mix, Retail Communication Mix, Challenges in retailing.
- Changing trends in retailing, Socio economic and technological Influences on retail management, Retail Industry in India, Government initiatives towards retailing.

UNIT II

- Retail consumer behavior, Factors influencing the Retail consumer, Customer decision making process, Types of decision making, Market research for understanding retail consumer, Customer service and retention.
- Market Segmentation and its benefits, Kinds of markets, Definition of Retail strategy, Strategy for effective market segmentation, Strategies for penetration of new markets, Growth strategies, Retail value chain.

UNIT III

- Importance of Retail locations, Types of retail locations, Factors determining the location decision, Steps involved in choosing a retail location, Measurement of success of location.
- Meaning of Merchandising, Factors influencing Merchandising, Functions of Merchandising Manager, Merchandise planning, Merchandise buying, Analyzing- Merchandise performance, Visual Merchandising.

UNIT IV

- Store administration, Premises management, Inventory Management, Store Management, Receipt Management.
- Retail Pricing, Factors influencing retail prices, Pricing strategies, Controlling costs.

UNIT V

- Definition of Space Management, Store layout and Design, POP Displays, Logistics Management, Relationship Marketing Strategies, Credit Management, Crisis Management.
- Customer Relationship Management: Concept, history, purpose, phases, process, benefits and disadvantages.

REFERENCE BOOKS

Retailing Management Levy (McGraw-Hill)

Retailing Management: Text and Cases Pradhan and Swapna (McGraw-Hill)

Retail Management A Strategic Approach Berman and Evans

Retail Marketing Management Gilbert

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MBFA–207 SERVICE MARKETING

UNIT I

- Services: service sector and economics growth service concept characteristics and classification of service challenge in service marketing
- Designing A Service Strategy: service management process internal external and interactive marketing strategies

UNIT II

- **Marketing Mix In Services Marketing**: Product, Price, Place, Promotion, People, Physical Evidences And Process Decisions.
- **Strategic Issues In Service Marketing**: Segmentation Differentiation and Positioning of Services .

UNIT III

- Managing Service quality and Productivity: Concept, Dimensions and process, service quality models Application and Limitations, Productivity in Services.
- Creating and Delivering Services: Planning design development and delivery of services Product support services.

UNIT IV

- Relationship Marketing: Concept processes and importance.
- Application of Service Marketing: Marketing of Financial, Hospitality, Health Educational and Professional Services, Marketing for Non- Profit Organizations and NGOs.

REFERENCE BOOKS

- Christopher H. Lovelock, "**Services Marketing**", New Delhi Prentice Hall Of India 3rd Edn., 1996.
- Ravi Shankar , "**Services Marketing**", New Delhi, Global Press, 2nd Edn., 1998.
- V.A. Zeithamal and M.J. Bitner, "**Services Marketing: Integrating Customer Across the Firm**", McGraw Hill, 2002.
- Services Marketing, Helen Woodruffe, Macmillan India Ltd., New Delhi.

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MBFA–208 CORPORATE FINANCE

UNIT I

- Financial Management: meaning, objectives and scope; types of financial decisions, Risk return framework for financial decision making; role of financial manager in a firm. Time value of money, Capital Budgeting Decisions: nature, importance and types of investment decision; difficulties in determining cash flows; techniques of evaluating Capital budgeting decisions, risk analysis in capital budgeting.

UNIT II

- Cost of Capital: concept and importance; computations of cost of various sources of finance; weighted average cost of capital. Capital Structure Decisions: optimum capital structure; theories of capital structure; factors determining capital structure.

UNIT III

- Working Capital Management: Concept and types of working capital; determinants of working capital, estimation of working capital requirement; working capital policy. Management of cash, accounts receivables and inventories.

UNIT IV

- Dividend Policy: Dividend and its forms, theories of dividend policy and their impact on the value of a firm; types of dividend policy, determinants of dividend policy. An overview of corporate restructuring..

REFERENCE BOOKS:

- Van Horne, James C., Financial Management and Policy, Prentice Hall of India.
- Pandey I. M., Financial Management, Vikas Publishing.
- Khan, M.Y. & Jain, P.K., Financial Management, Tata McGraw-Hill.
- Chandra, Prasanna, Financial Management, Tata McGraw-Hill.
- Damodaran, A., Corporate Finance: Theory and Practice, John Wiley & Sons.
- Hampton, John. Financial Decision Making, Englewood Cliffs, Prentice Hall Inc.