

Rajiv Gandhi ProudhyogikiVishwavidyalaya, Bhopal (M.P.)

MBFA-401 STRATEGIC MANAGEMENT

Course Objective: The course has been designed to incorporate strategic management concept by a sequential description of the strategic management process. It is specifically meant for providing academic training to future managers by giving them a global vision through undertaking general business policy as a management tool.

UNIT I Introduction to Strategic Management

Introduction, Fundamentals of Strategy, Scope and Importance of Strategies, Purpose of Business, Introduction, Overview and importance of Business Policies, Strategic Intent through Vision and Mission Statements, Difference between Goals and Objectives of Business.

Meaning, Need, scope, key features, importance and process of strategic management, Role of Strategists in Decision Making, Strategic Management process.

Unit II Environmental Appraisal

Concept, environment appraisal, importance of environmental appraisal, Strategic analysis and choice, organizational capability profile, strategic advantage profile, corporate portfolio analysis, SWOT analysis, Porter's Five Forces Model of Competition, BCG Matrix, McKinsey's 7s framework, GE Nine Cell Model, Red-Blue-Purple Ocean strategy, distinctive competitiveness, environmental threat and opportunity profile (ETOP).

Unit III Corporate level strategies

Grand strategies, stability strategies, expansion strategies, retrenchment strategies, combination strategies, restructuring of business. Turnaround-divestment and Liquidation strategies. Strategies for competing in globalizing markets.

UNIT IV Strategic Implementation

Issues in implementation, project implementation, procedural implementation, organization structure, matching structure and strategy, behavioral issues, leadership style, functional issues, functional plans and policies, financial, marketing, operations and personnel plans and policies

UNIT V Strategic Evaluation and Control

Strategy Evaluation: Importance, Overview of strategic evaluation, Importance, symptoms of malfunctioning of strategy, operations control and strategic control, technique of strategic evaluation and control.

Corporate culture, values, power, social responsibilities, ethics, building a capable organization.

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REFERENCE BOOKS:

Strategicmanagement	-JA pearce,RBRobinson Jr
Strategicmanagement&OperationsResearch	-SudhirLakhanpal
Strategicmanagement	-Robinson
Corporatestrategy	-AnsoffHI
Business policy&strategicManagement	-Glueck&JaunchLR
Strategicmanagement(Concept/Practice&Cases)	-Thomas
BusinessPolicy	-KazmiA
StrategicManagementTextandCases	-RaoVSP(ExcelBooks)
StrategicManagement	-Kachru(ExcelBooks)
BusinessPolicy&StrategicManagement	-LomashS.(VikasPub.HouseLtd.)

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MBFA- 402 RISK MANAGEMENT & INSURANCE

Course Objective-To develop and familiarize students with an understanding of what risk is, how it can be measured and transferred any business enterprise. Any also make then acquaint with insurance business and its environment in India.

UNIT I RISK MANAGEMENT:

Concept and classification of Risk, Acceptable risk Vs Un acceptable risk, cost of risk, Degree of risk, influencing factors, constraints, monitoring, and evaluation of Risk.

Meaning, Scope & Objective of Risk Management, Risk Management Process, Risk management models, Personal risk management Vs Corporate risk management, Risk Control, Risk avoidance, Classifications, Evaluation and measures of risk reduction.

UNIT II Enterprise Risk Management

Meaning of ERM, Source of risk to an Enterprise, Prerequisite for ERM. Integrated risk assessment-

Market Risk Management: Importance, Exposure in financial markets, Methods to handle & control Market risk.

Credit Risk Management: Need, Securitization for credit risk, Credit derivatives, Methods for credit risk management.

Strategic Risk Management: Strategic outlook to risk management, Strategic planning to manage risk- Managing risk in Merger & Acquisitions.

UNIT III Operational Risk Management

Meaning, Sources, Objectives & Classification of Operational Risk, Operational Events-Regulatory issues of Operational Risk Management, Measurement and Stages of Operational Risk Management, Roles of Supervisor, Disclosure Requirement, Insurance & Operational Risk Management.

UNIT IV Financial Risk Management

Definition and Source of financial risk, Need & Importance of Financial Risk Management, Tools for Financial Risk Management-Derivatives-Futures-Swaps-Options, Role of Chief Risk Officer, Integrated Risk Program, Double trigger option. Liquidity Management-Tools for Treasury Risk Management.

UNIT V Insurance

Definition, Purpose & need of Insurance, Insurance as risk transfer & risk sharing mechanism, Benefits & Cost of insurance to society, Insurance as contract, Essential elements and Fundamental principles of insurance, Types of insurance business-Life insurance, general insurance-meaning, types and regulatory framework.

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REFERENCE BOOKS

Principles of Risk Management & Insurance	– George E. Rejda.
Risk Management & Insurance	– Scott Harington.
Risk Management & Insurance	– C. Arthur Williams.
Risk Management	– IIBF, Macmillan, New Delhi.
Financial Markets and Institutions	– S. Gurusamy, Thomson
Insurance Institute of India	– IC 30, Practice of Life Assurance
Insurance Institute of India	– IC 33, Life Assurance
Insurance Institute of India	– IC 34, General Insurance

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MBFA- 403 E – COMMERCE

UNIT -I

- E – Commerce: Meaning, definition, features, functions of E-Commerce, Scope, Benefits and limitations of E-Commerce – The Internet and India – E-commerce opportunities and challenges for Industries.
- Business Models for E-commerce: The Birth of Portals – E-Business Models – Business-to-Consumer (B2C) – Business-to-Business (B2B) – Consumer-to Consumer (C2C) – Consumer-to-Business (C2B) – Brokerage Model – Value Chain Model – Advertising Model.

UNIT -II

- E-marketing – Traditional Marketing Vs. E-Marketing – Impact of E-commerce on markets – Marketing issues in E-Marketing – Online Marketing – E-advertising – Internet Marketing Trends – E-Branding – Marketing Strategies.
- E-payment Systems: Digital payment Requirements – Digital Token-based E-payment systems – Benefits to Buyers – Benefits to Sellers – Credit card as E-payment system – Mobile payments – smart card cash payment system – Micropayment system – E-Cash.

UNIT -III

- E-Finance: Areas of Financing, E-Banking - Traditional Banking Vs. E-Banking – Operations in E-Banking – E-Trading – Stock Market trading – Importance and advantages of E-Trading.

UNIT -IV

- Legal Framework for E-Commerce: E-Commerce Legal Framework – Rights and Obligations in the World of E-commerce – Copyrights – Defamation – Privacy – Contracts – Taxation – Signing a contract Electronically – Domain name and Registration.

UNIT -V

- Mobile Commerce: Challenges of E-commerce – Global Mobile E-Commerce – Secure Mobile Commerce – Secured Payments through Mobile – First Mobile Commerce Service.

REFERENCE BOOKS:

Joseph P. T., E - Commerce – An Indian Perspective

Jaiswal S., E-Commerce

Mohammad Mahmoudi Maymand, E-Commerce

Murthy C.S.V., E-Commerce - Concepts, Models and Strategies

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MBFA 404 International Finance

UNIT I

- Introduction: International Trade, Its Importance, Theories of International Trade- Theory Comparative Costs, Classical Theory, Absolute Advantage, Hecksher-Ohlin Theory, Free Trade V/S Protection- Barriers To Foreign Trade, Tariff And Non-Tariff Barriers.

UNIT II

- Balance of Payment : Meaning Of BOP, Components Of BOP, ImportanceOf BOP, Meaning Of Deficit And Surplus, Equilibrium, Disequilibrium And Adjustments, Methods Of Correcting Disequilibrium, Accounting Principles In BOP.

UNIT III

- Foreign Exchange Markets: Defining Foreign Exchange Market, Its Structure, Settlement System, Exchange Rate, Participants, Understanding SPOT And Forward Rates, Foreign Exchange Quotations, Premium And Discount In Forward Market, Cross Rates, Inverse Rates And Arbitrage.

UNIT IV

- Exchange Rate Determination: Determination Under Gold Standard And Paper Standard, Factors Affecting Exchange Rates, Purchasing Power Parity Theory, Demand And Supply Theory, Equilibrium Rate Of Exchange, Fluctuating V/S Fixed Exchange Rates, Exchange Control, Objectives Of Exchange Control.

UNIT V

- Instruments: ADR, GDR, Euro Currencies, International Commercial Papers.
- International Financial Institutions: Introduction To IMF, Its Importance, Functions and Significance.

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REFERENCE BOOKS:

1. International financial management; Eun & Resnick; TMH; Latest Edition
2. International financial management; V V Sharan; PHI EEE; Latest Edition
3. Multinational financial management; Alan Shapiro; John Wiley Publication; Latest Edition
4. International financial management; P G Apte; PHI; Latest Edition

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MBFA- 405 Working Capital Management

Course Objective: The course will enable the student to manage activities in the area of working capital in an enterprise and help the students to do advance study in the field of financial-management through detailed analysis of financial statements, liquidity crises, cash optimization, credit analysis etc. The student will learn how to apply sound techniques for managing inventory

UNIT I

- Concept & importance of Working capital management, types of working capital, factors affecting working capital requirements.

UNIT II

- Meaning & significance of operating cycle and cash cycle, estimation of working capital requirements, liquidity vs. profitability.

UNIT III

- Financing of working capital needs: Commercial banks, Commercial papers, Factoring, Trade credit, Accrued expenses, Deferred income as source for working capital.
- Cash Management: Aspects of cash management, Motives for holding cash and marketable securities.

UNIT IV

- Cash Planning, Cash budget simulation and cash balance uncertainties, hedging vs. interest rate, future & options. Treasury management, Reasons for Cash flow problems.

UNIT V

- Receivable management: Introduction, Objectives of trade credit, credit policies. Dimensions of receivable management, collections from receivables, role of factoring in receivables management..

REFERENCE BOOKS:

1. Working Capital Management by Hrishikes Bhattacharya, PHI publication.
2. Working Capital Management by R.P. Rustagi, Taxman Publication.
3. Financial Management by Prasanna Chandra, McGraw Publications.
4. Financial Management by I.M. Pandey, Vikas Publishing House.

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MBFA-406 QUANTITATIVE TECHNIQUES FOR MANAGERS

Course Objectives–The basic aim of this course is to impart knowledge of basic statistical tools and techniques with emphasis on their application in business decision process and management.

UNIT– I:

- Introduction to Statistics-origin, scope, development and branches of statistics, limitations of statistics, statistics & computers, Applications of Statistics in Business.
- Measures of Central Tendency-Mean, Median, Mode, Geometric Mean and Harmonic Mean.

UNIT– II:

- Dispersion- Range, Quartile deviation, Mean Deviation, Standard Deviation and co-efficient of variation.
- Skewness: Karl Pearson's co-efficient of skewness, Bowley's co-efficient of skewness, Kelley's co-efficient of skewness-Theory and problems. Concept of Kurtosis.

UNIT– III:

- Correlation Analysis-Scatter diagram, Positive and Negative correlation, limits for coefficient of Correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of Multiple and partial Correlation.
- Regression Analysis: Concept, Method of least square fit of a linear regression, lines of regression, Properties of regression coefficients.

UNIT– IV:

- Probability Theory: Concepts, additive, multiplicative, conditional probability rules, Bayes's Theorem and introduction to probability distribution (Binomial & Poisson distribution)
- Time Series Analysis-Components, Models of Time Series–Additive, Multiplicative and Mixed models.
- Trend analysis-Free hand curve, Semi averages, moving averages, Least Square methods and Index numbers–introduction, Characteristics, types and uses of index numbers, weighted & un-weighted price indexes, Tests of adequacy and consumer price indexes.

UNIT– V:

- Hypothesis testing and statistical inference (Introduction to methodology and Types of errors) introduction to sample tests for Univariate and Bivariate analysis using normal distribution, f-test, and t-test, z-test and chi square test.
- Analysis of Variance-One Way and Two Way ANOVA (with and without Interaction)
- Statistical Decision Theory: Decision making process, Decisions under Uncertainty and Decisions under Risk.

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REFERENCE BOOKS

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|---|----------------------------------|--------------|
| • Statistic for Management | Levin RI | Quantitative |
| Techniques in Management | N.D. Vohra | |
| • (The McGraw-Hill) | | |
| • Statistics for Modern Business Decision | Lapin & Lawrance | |
| • Business Statistics | Gupta SP | |
| • Modern Elementary Statistics | Friend John I | |
| • Fundamentals of Statistics | Gupta G & Dasgupta | |
| • Quantitative Techniques | Chandan JS | |
| • Statistics for Business & Economics | Chandan JS | |
| • Introduction to Statistical Methods | Gupta V | |
| • Quantitative Techniques | CR Kothari | |
| • Mathematics for Management and Applications | J.K. Sharma, New Delhi, Computer | |

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MBFA-407 MAJOR RESEARCH PROJECT

Objective: The objective of major Research project is to enable and develop the understanding of given problem and enhance the analytical skills, problem solving ability, implementation capability of students to understand research process and practical knowledge of the business and industry with practical exposure.

Examination

The major research project shall be compulsory for all students. major research project work shall be allotted to the students at the end of 3rd sem. student will be required to submit the final MRP Report in the hard bound in the number specified by the university .major research project (MRP) will carry maximum of 100 marks out of which 50 marks will be for the report and its contents and 50 marks will be for the presentation/Viva –Voce . A of marks panel of external and internal examiner will jointly award both of these components of marks. The university will appoint the external examiner and the Director/Head of the institute will appoint the internal examiner.

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MBFA-408 COMPREHENSIVE VIVA VOCE

EXAMINATION

The University will appoint the external examiner and the Director/Head of the institute will appoint the internal examiner. They will award marks out of a maximum of 100 marks for the overall performance of the student .