



Hemchandracharya  
**North Gujarat University**  
NAAC 'B' (CGPA) Accredited (State University)

Hemchandracharya North Gujarat University

**SYLLABUS OF M.B.A.**

**SECOND YEAR**

**Semester - III**

Subject Code	Subject Name
CC201	Strategic Management
CC202	Management Information Systems
CC203	Management Research Project - I
<i>Marketing Electives</i>	
MM201	Advertising and Promotion Management
MM202	Sales and Distribution Mgt.
MM203	Consumer Behaviour
MM204	Strategic Marketing and Brand Management.
<i>Finance Electives</i>	
FM201	Strategic Financial Management
FM202	Indian Financial Systems
FM203	Security Analysis and Portfolio Mgt.
FM204	Strategic Cost Management

#### Semester -IV

Subject Code	Subject Name
CC204	Entrepreneurship and Management of Innovations
CC205	Management Control Systems
CC206	Management Research Project -II
MM205	International Marketing Management
MM206	Services Marketing
FM205	International Financial Management
FM206	Management of Financial Services.

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### STRATEGIC MANAGEMENT [ CC201 ] :

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**Objective :** This course conveys the concept of strategy and its usefulness by exposing students to a variety of organisational situations. It enables students to look at organisations in their totality and appreciates the interrelationship among different functions. It will help students understand the strategy of organisations and thereby enable them in making major decisions, formulating policies and participate in implementation of corporate strategies.

**Contents :** The Strategic Management Process: An Overview, Establishing Company's Direction, Industry and Competitive Analysis, Evaluating Company Resources and Competitive Capabilities, Strategy and Competitive Advantage, Strategies for Competing in Globalizing Markets, Business Models and Strategies in the Internet Era, Tailoring Strategy to Fit Specific Industry and Company Situation, Strategy and Competitive Advantage in Diversified Companies, Evaluating the Strategies of the Diversified Companies, Building Resource Strengths and Organizational Capabilities, Managing the Internal Organization to Promote better Strategy Execution, Corporate Culture and Leadership for Effective Strategy Execution and Control

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## MANAGEMENT INFORMATION SYSTEM - [ CC202 ] :

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**Objective:** Information system is vital to the management, organisation, operation, and product of organisation. This course prepares the ground in fundamentals of what information systems are, how they affect the organisation, and how they can make business more competitive and efficient. It helps in understanding and learning the usage of information technology in day to day operation, in managing the business and providing useful products and services to the customers.

**Course Content: Organisational foundations of IS:** Managing in the digital firm, Information systems in the enterprise, information systems – organisations, management and strategy, ethical and social issues in the digital firm **Building IS: contemporary approaches:** designing the organisation with IS, alternative systems building methods, ensuring quality with IS, systems success & failure: implementation, **Organisational support systems:** information & knowledge work systems, enhancing management decision making, artificial intelligence, **Managing contemporary IS:** controlling IS, managing international IS

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## MANAGEMENT RESEARCH PROJECT - I ( CC203)

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**Objective :** The purpose of this course is to enable students to study an industry in its totality and appreciate the use of an integrated approach in understanding the environmental issues and problems. A group of three to five students are asked to study a specific industry and the major players in that industry in group. The group is required to submit a technical report on concerned industry at the end of Semester. The group will identify the industry and the major companies in that industry for the purpose of study in the beginning of the semester and will start working on it. The detailed synopsis of the study will be prepared by the group and approved by the faculty in the beginning. The report will be prepared by the group and it will be evaluated on the basis of written report, presentation and viva-voce.

**Evaluation pattern:** The weightage of report shall be 60 % and the presentation shall have a weightage of 40 %.

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## ADVERTISING AND PROMOTION MANAGEMENT - [ MV201 ]

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**Objective :** To acquaint the students with concepts and techniques in the application for developing and designing an effective advertising and promotional programme.

**Content :** The Role of (Integrated Marketing Communication) IMC in Marketing, Role of IMC participants, Effect of Consumer Behaviour on IMC, The Communication Process – Source, Message & Channel Factors, Objectives and Budgeting for IMC, Developing IMC Programmes – Creativity, Media Planning, Direct and Interactive Marketing, Sales Promotion, PR and Personal Selling, Monitoring, Evaluation and Control of Promotional Programmes, Contemporary issues in Advertising and Promotional Management, Regulations in Advertising, International Advertising, Advertising and Promotion: Indian Scenario

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## SALES AND DISTRIBUTION MANAGEMENT - [ MV202 ]

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**Objective :** Objective of this course is to acquaint the students with the concepts, tools and techniques of sales and distribution management in Indian context. It will also expose the students with the current practices in the field.

**Content :** Sales Management : Introduction to Sales Management, Personal Selling Process, Planning and Organizing Sales Force, Staffing the Sales Force, Training the Sales Force, Directing the Sales Force, Motivating and Leading The Sales Force, Controlling and Evaluation the Sales Force, Social, Ethical, and Legal Responsibilities, sales budget, sales quota and territory management, Distribution Management : Introduction to Distribution Management, Marketing Channels, Channel Institutions, Wholesaling, Retailing, Franchising, Non-Store Retailing and Electronic Channels, Channel Planning, Channel Management, Channel Information Systems, Market Logistics & Supply Chain Management.

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## CONSUMER BEHAVIOUR - [ MV203 ]

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**Objective :** The basic objective of this course is developing an understanding about the consumer decision making process and its application in marketing function of firms.

**Content :** Consumer behaviour as a marketing discipline and its use in strategic planning. Consumer behaviour and market segmentation. **Consumer as an individual :** Theories of personality traits and their implications, consumer needs and motivations, consumer psychographics, consumer perception and attitudes. Theories of learning and communication. Motivational research. **Consumer in their social & Cultural setting :** Group dynamics, reference groups and consumer behaviour. Influence of family and social class. Relevance of cultural sub cultural and cross-cultural aspects to consumer behaviour. **Decision making process :** Opinion leadership and its dynamics, diffusion of innovations. **Models of Buyer behaviour :** Economic models, Decision process models, stochastic models, and organizational buying behaviour. Issues in consumer behaviour research. Contemporary issues in consumer behaviour.

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## STRATEGIC MARKETING AND BRAND MANAGEMENT - [ MV204 ]

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**Objective :** Objective of this course is to acquaint the students with the concepts, tools and techniques of sales and distribution management in Indian context. It will also expose the students with the current practices in the field.

**Content :** Strategic Marketing (Wt. 50%) : **Introduction to Strategic Marketing:** The role of marketing in Formulating and Implementing Strategies, Corporate Strategy Decisions and their Marketing Implications, Business Strategies and their Marketing Implications, **Opportunity Analysis:** Identifying Attractive Markets, Industry Analysis and Competitive Advantage, Measuring Market Opportunities, Targeting Attractive Market Segments, and Differentiation and Positioning, **Formulating Marketing Strategies** for New Market Entries, Formulating Marketing Strategies for Growth Markets, Formulating Marketing Strategies for Matured Markets, Formulating Marketing Strategies for Declining Markets, **Marketing Strategies for New Economy**, Brand Management (Wt. 50%) : **Brands and Brand Management:** Introduction, Branding challenges and opportunities, Brand equity concept, Strategic Brand Management Process, **Customer-Based Brand Equity:** Meaning, Steps in brand

building, Brand building implications, **Brand Positioning and Values:** Identifying and establishing Brand Positioning, Positioning guidelines, Defining and Establishing Brand Values, Internal Branding, **Choosing Brand elements** to Build Brand Equity, **Designing Marketing Programmes** to Build Brand Equity, Introducing and Naming New Products and Brand Extensions, **Contemporary Issues in Brand Management.**

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## STRATEGIC FINANCIAL MANAGEMENT - [ FM201 ] :

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**Objective :** The course helps students to understand economic role of mergers and acquisitions (M&A) and how organisations are achieving or maintaining their competitive advantage by adjusting to change. The students also learn issues like divestitures, alliances, joint ventures, restructuring, minority investments, and international activities in mergers & acquisitions. The students will study the subject in **Indian context only.**

**Content :** Introduction, The take over process, The legal and regulatory framework as per SEBI guidelines, Strategic Process, Theories of mergers and tender offers, Alternative approaches to valuation, Increasing the value of the organisation, Corporate restructuring and divestitures, Financial restructuring, Alliances and joint ventures, Employee stock ownership only, going private and leveraged buyouts, International takeovers and restructuring, Share repurchases, Takeover defenses, Merger arbitrage.

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## INDIAN FINANCIAL SYSTEMS [ FM202 ] :

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**Objective :** To understand the intricacies of the macro aspects of Indian Financial Systems and relating it with corporate decision making.

**Content : The Background:** Financial System and Economic Development, Indian Financial System – An Overview. **Financial Markets:** Functions and Organisation, Regulatory Framework, Primary Market Organisation: Intermediaries, Primary Market Organisation: Activities, Secondary Market Organisation, Stock Market Trading, Money Market Organisation. **Financial Intermediaries:** Commercial Banks and Industrial Finance: The Evolving Role, Bank Credit and Working Capital Finance, Management of Bank : Asset Liability Management & Performance Measurement, Non- Banking

Financial Companies, Mutual Fund, Unit Trust of India, Insurance Organisations, Development Finance Institutions. **Financial Instruments/Assets:** Financial Assets/Instruments. **Private Foreign and Non-Resident Indian Investment:** Foreign Capital, Non-Resident Indian Investment. Special topics. Contemporary issues in Indian Financial Systems.

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## SECURITY ANALYSIS & PORTFOLIO MANAGEMENT: [ FM203 ]

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**Objective :** To help students improve decision-making skills in management of financial assets through a better understanding of modern theories on portfolio management and functioning of capital market.

**Content :** Investment media, bond valuation, equity valuation models, analysis of economy, industry and company, Technical analysis, Modern portfolio theory, efficient market hypothesis, portfolio selection, portfolio performance evaluation, Derivative securities: Option, Future & Forward contracts, Binomial Pricing Model, Black-Scholes Model, Swaps, Exotics, Interest Rate Derivatives. Contemporary issues in Security analysis and Portfolio Management.

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## STRATEGIC COST MANAGEMENT : [FM204 ]

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**Objective :** The Course provides extensive coverage of New Strategic Management tools used in the decision making.

**Content :** Introduction, Activity Based Costing, Activity Based Management, **Cost Based Decision Making :** Target Costing, Kaizen Costing, Value Chain Analysis, Life Cycle Costing, **The Balanced Scorecard :** Measuring Total Business Unit Performance, Financial Measures of Performance : Financial Control & Operational Control by Variance Analysis, **Financial Measures of Performance :** Return on Investment (ROI) and Economic Value Added (EVA), Measuring Customer, Internal Business Process, and Employee performance, Investing to Develop Future Capabilities Technology, Incentive and Compensation Systems, Formal Models in Budgeting and Incentive Contracts. Contemporary issues in Strategic Cost Management.

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## ENTREPRENEURSHIP AND MANAGEMENT OF INNOVATIONS - [ CC204 ]

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**Objective:** Developing entrepreneurship abilities in the students by exposing them to the business opportunities and imparting skills and techniques of exploring these opportunities through the formulation of a bankable project. It is also aimed to study the formalities of setting up of a company and its management.

**Content: [A] Entrepreneurial skills and Starting-off New Enterprise**

**[70%]:** Qualities of successful entrepreneurs, Developing entrepreneurial skills, Overview of new enterprise planning, Resource allocation framework, Generation and screening of project idea, Market and demand analysis, Technical analysis, Financial analysis, Project financing in India, Managing Business Crisis.

**[B] Innovation Management & New Product Development [30 %]:**

Introduction to Innovation Management, Managing Innovation within Firms, Business strategy & Organization Knowledge, New Product Strategy & Managing New Product Development, Role of Technology in Management of Innovation, Managing for Intellectual Property Right.

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## MANAGEMENT CONTROL SYSTEMS - [ CC205 ] :

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**Objective:** The course intends to acquaint students with the control systems design and its implementation in profit as well as non profit organisations in order to achieve desired goals and objectives.

**Content :** Nature of Management control systems; **The management control environment :** Understanding strategies, behaviour in organisations, responsibility centres- revenue and Expense centres, Profit centres, Transfer Pricing, Measuring and Controlling Assets Employed; **The management control process:** Strategic Planning, Budget Preparation, Analyzing Financial Performance Reports, Performance Measurement, Management compensation; **Variations in management control:** control for differentiated strategies, modern control methods, service organisations, Financial services organisations, Multinational organisations, management control of projects.

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## MANAGEMENT RESEARCH PROJECT – II [CC206]

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The purpose of this course is to enable the students to study in-depth at least one specific issue related to any of the courses of study. The group consisting of three to five students will identify the issue in the beginning of the semester and will prepare detailed synopsis of the research project study. The project may be based on primary data or secondary data depending upon the nature of the topic and the research design. The project will be evaluated on the basis of written report, presentation and viva-voce. Evaluation: Project Report – 60%, Presentation and Viva – 40%

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## INTERNATIONAL MARKETING MANAGEMENT - [MM205]:

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**Objective:** The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of International Marketing.

**Content:** International Marketing: Introduction, Challenges And Opportunities, Trade Theories And Economic Development, Trade Distortion And Market Barriers, World Market Environment: Political, Legal & Cultural, Consumer Behaviour In The International Context & Business Customs, Marketing Research In The International Context, Market Analysis And Foreign Market Entry Strategies, Product Strategies: Basic, Product Planning, Branding & Packaging Decisions, Distribution Strategies & Documentation, Promotion Strategies: Personal Selling, Publicity, Sales Promotion & Advertising, Pricing Strategies, Sources Of Financing And International Money Market, Currencies And Foreign Exchange

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## SERVICES MARKETING - [ MM206 ]:

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**Objective:** To acquaint the students with concepts and techniques in the management of services marketing and help them learn the issues in managing unconventional challenges in service marketing.

**Content:** *Conceptual Issues in Services Management & Marketing* - Understanding the Service Phenomena, Role of Services in Economy, Service Characteristics and

Marketing Implications, Understanding Buyer Behaviour for Services, Managing Marketing Mix for Services Marketing, Differentiation in Services Marketing, Managing Demand-Supply and Productivity in Services Marketing, Managing Service Quality, Service Management Strategies

*Marketing of Services in Practice* – Tourism Services Marketing, Marketing of Transportation & Logistics Management, Marketing of Financial Services, Marketing of Communication Services, Media & Advertising Service Marketing, Marketing of Healthcare Services, Marketing of Consultancy Services, Marketing of Retail Services, Marketing of Educational Services, Marketing of Public Services.

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### INTERNATIONAL FINANCIAL MANAGEMENT- [FM205]:

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**Objective:** To impart an understanding of the global corporate financial management environment with tools and techniques of financial decision making.

**Content:** International financial environment: An overview, International flow of funds, Balance of payment, Development in international monetary system, Exchange rate mechanism – Foreign Exchange Market, Market for currency options and futures- Forecasting exchange rate, Nature and measurement of foreign exposure, Foreign Exchange Exposure management- International Investment decision – Foreign direct investment, Portfolio Investment, International capital budgeting, Evaluation and management of political risk- International Financing Decision: Overview, multilateral development banks, international banking, financial swaps, management of interest rate risk- Management of Short-term funds: International working capital, Financing foreign trade, - International Accounting, International indebtedness, Contemporary issues in international financial management

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### MANAGEMENT OF FINANCIAL SERVICES - [FM206]:

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**Objective:** To impart an understanding for the financial services management in the increasingly demanding and changing area of the financial services.

**Content:** Management of Banking Services, Non-Banking Financial Services, Management of Insurance Services, Merchant Banking, Credit Rating Services, Factoring and Forfeiting, Management of Venture Capital Services, Management of

Plastic Money Services, Management of Lease & Hire Purchasing Services, Managing Consultancy Services, Management of Consumer Financing Services.

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