

Administrative Law

Semester VI, Academic Year 2021-22

Syllabus

Prologue

Administrative Law is the law relating to administration and is the most significant and outstanding development of the 20th century although it was in existence even during the reign of various kings in India. In the Welfare State, the role and the function of the State has undergone a radical change. The Government functions have been increased tremendously. Today, the State is not merely a Police State, to exercise sovereign function only. Due to the changing role of the State from *laissez faire* to a welfare state, the expansion in the functions of the state and enormous powers of the administration have given tremendous capacity to the administration to affect the rights and liberties of the individual. Therefore, it has become important to control the administration in order to ensure that the governmental functions are exercised according to law and protection is provided to the individual against abuse of such power. Thus, there arises the need for adjusting the relationship between the government and the governed so that a proper balance may be evolved between the private interest and public interest. This course 'Administrative Law' is designed to give insights into the body of administrative law and particularly how it got developed in the Indian legal system.

Module I -INTRODUCTION

- a. Meaning, Definition, Scope and Significance of Administrative Law
- b. Evolution and Development of Administrative Law in India, UK, USA and France
- c. Rule of Law
- d. Doctrine of Separation of Powers and its relevance in Contemporary Times
- e. Relationship between Constitutional Law and Administrative Law

Module II -DELEGATED LEGISLATION

- a. Meaning of Delegated Legislation and its Growth
- b. Delegated Legislation in USA, UK and in India: Pre and Post Constitutional Period
- c. Rules and Principles of Administrative Rule making/ Delegated Legislation
- d. Control Mechanisms of Delegated Legislation: Parliamentary, Procedural and Judicial
- e. Sub-delegation

Module III- ADMINISTRATIVE ADJUDICATION

- a. Reasons for the growth of Administrative Adjudication and its need
- b. Problems of Administrative Adjudication
- c. Mechanism for Administrative Adjudication – Statutory and Domestic Tribunals
- d. Administrative Tribunal – Definition – Constitutional Status-Rules and Principles

Module IV - PRINCIPLES OF NATURAL JUSTICE

- a. Concept, Evolution and Importance
- b. Natural Justice in India

- c. Natural Justice and Statutory Provisions
- d. Application of Natural Justice
- e. Principles of Natural Justice - Rule against Bias and Rule of Fair Hearing
- f. Exceptions to Natural Justice
- g. Violations of Natural Justice

Module V - ADMINISTRATIVE DISCRETION AND REMEDIES

- a. Meaning and Definition of Administrative Discretion
- b. Control of Administrative Discretion – At the stage of delegation of discretion and Control at the stage of the exercise of discretion
- c. Judicial and Other remedies : Judicial Review –Prerogative Remedies – Constitutional Remedies – Supervisory Jurisdiction of High Courts – Statutory Remedies – Equitable Remedies – Common Law Remedies – Ombudsman – Lok Pal and Lokayukta – Other miscellaneous Remedies

Module VI - LIABILITY OF THE ADMINISTRATION

- a. Contractual Liability of the Administration –Constitutional and other provisions
- b. Tortious Liability of the Administration –Constitutional and other provisions
- c. Crown Privileges
- d. Doctrine of Estoppel
- e. Liability of Public Corporations

Module VII - EMERGING TRENDS IN ADMINISTRATIVE LAW

- a. Administration and Good Governance - Corruption - Prevention of Corruption Act.
- b. Right to know: Right to Information Act, 2005
- c. Non-State actors and Administrative Law
- d. International Administrative Law

Suggested References:

1. MP Jain and SN Jain : *Principles of Administrative Law*
2. I P Massey: *Administrative Law*
3. C K Takwani: *Lectures on Administrative Law*
4. D D Basu: *Administrative Law*
5. M.C. Jain Kagzi: *The Indian Administrative Law*
6. Narender Kumar: *Nature and Concept of Administrative Law*

Further Readings:

1. S P Sathe: *Administrative Law*
2. O. Hood Philips and Jackson: *Administrative Law*
3. H.W.R. Wade and C.F. Forsyth: *Administrative Law*
5. Griffith and Street: *Principles of Administrative Law*
6. M.C. Jain Kagzi and Balbir Singh, *A Casebook of Administrative Law*

-Dr. Fr. Peter Ladis F

CHANAKYA NATIONAL LAW UNIVERSITY

Nyaya Nagar, Mithapur, Patna-800001

ALTERNATIVE DISPUTE RESOLUTION (ADR)

(6th Semester)

Course Outline

Academic Session- January –June, 2022

Course Teacher: **Hrishikesh Manu**

Objectives of the Course:

The resolution of dispute forms a large part of the justice delivery system. Every community, country and culture has a lengthy history of using various methods of informal dispute resolution. India also has a long tradition of resolving disputes through Alternative Dispute Resolution methods viz Nyaya Panchayat System. At present there are more than 40 million cases pending in the Indian courts. A major step to expedite judicial process in this direction was initiated by the Central Government by enactment of the Arbitration and Conciliation Act, 1996 which made significant changes in the law of Arbitration. Institutions such as LokAdalats have been given statutory recognition by the Legal Services Authorities Act, 1987. The Code of Civil Procedure, 1908 has been amended by incorporating Section 89 and Order X, Rules 1A, 1B, and 1C, making it obligatory on the courts to explore the settlement of disputes by ADR Methods in pending suits, which will create more demand for trained Arbitrators, Conciliators and Mediators. Court-Annexed Mediation and Conciliation Centres are now established at several courts in India and the courts have started referring cases to such centres.

Today Alternative Disputes Resolution systems have become more relevant than before both at local, national and international levels. Certain of the disputes, by nature are fit to be resolved through specific method of resolution. Each of these dispute resolution systems involves different style of planning and execution. The skills involved are also different as also preparation.

The course aims to give the students an insight into the processes of Arbitration, Conciliation Mediation and other Alternative Dispute Resolution methods. The course addresses differences between court procedure and its alternatives, and explains when one should prefer one or another way of dispute resolution. The teaching methods include lectures, use of multi-media, simulation exercises, group discussion, role plays and field visits.

EVALUATION

i)	Attendance	: 05
ii)	Research Project	: 20
iii)	Mid Semester Examination	: 15
iv)	End Semester Examination	: 60
TOTAL		: 100

Details of the Course Outline

Unit I:

Alternate Dispute Resolution

[6 Lectures]

Concept, Need, Development and Advantages

Different Methods of Dispute Resolution

Section 89 of the Code of Civil Procedure, 1908

Unit II: The Arbitration and Conciliation Act, 1996

[14 Lectures]

Historical Background and Objectives of the Act

Common Forms of Arbitration

Arbitration Agreement

Composition of Arbitral Tribunal

Jurisdiction of Arbitral Tribunal

Conduct of Arbitral Proceeding

Making of Arbitral Award

Termination of Proceedings

Recourse against Arbitral Award

Finality and Enforcement of Arbitral Awards

Appeals

The Arbitration and Conciliation (Amendment) Act, 2015

The Arbitration and Conciliation (Amendment) Act, 2019

Unit III:

Enforcement of Certain Foreign Awards

[8 Lectures]

New York Convention Awards

Geneva Convention Awards

Unit IV:

Conciliation

[8 Lectures]

Application and Scope

Conciliators

Appointment of Conciliators

Relationship of Conciliators with the Parties

Settlement Agreement, Status and Effect of Settlement Agreement

Termination of Conciliation Proceedings

Resort to Arbitral or Judicial Proceedings

Costs and Deposits

Unit V:

Mediation

[8 Lectures]

Concept and Meaning

The Process of Mediation

Stages of Mediation

Role of Mediators

Communication in Mediation

Negotiation and Bargaining in Mediation

Role of Lawyers in Mediation

Role of Parties in Mediation

Unit VI:

Other Alternative Dispute Resolution Systems

[10 Lectures]

Negotiation

Settlement of Matrimonial Disputes under the Family Courts Act, 1984

Voluntary reference of Industrial Dispute to Arbitration

Conciliation of Industrial Disputes

Tribunals- Lokpal and Lokayukta

Gram Nyayalayas Act, 2008

LokAdalats

Legal Aid

Online Dispute Resolution

Alternative approaches in Criminal Justice System

SUGGESTED READINGS:

1. O.P.Malhotra & Indu Malhotra, *The Law and Practice of Arbitration and Conciliation*, Thomson Reuters
2. Susan Blake, Julie Browne & Stuart Sime, *A Practical Approach to Alternative Dispute Resolution*, Oxford
3. Nigel Blackaby, *Redfern and Hunter on International Arbitration*, Oxford University Press
4. P.C. Markanda, *Law Relating to Arbitration and Conciliation*, LexisNexis
5. Anupam Kurlwal, *An Introduction to Alternative Dispute Resolution System*, Central Law Publications, Allahabad
6. P.C. Rao & William Sheffield, *Alternative Dispute Resolution*, Universal, Delhi
7. Avatar Singh, *Arbitration and Conciliation*, Eastern Law Books House, Lucknow
8. N.V. Paranjape, *Law Relating to Arbitration and Conciliation in India*, Central Law Agency, Allahabad
9. Madabhushi Sridhar, *Alternative Dispute Resolution -Negotiation and Mediation*, LexisNexis
10. S.C. Tripathi, *Arbitration, Conciliation and ADR*, Central Law Agency, Allahabad
11. Sukumar Ray, *Alternative Dispute Resolution*, Eastern Law House, Kolkata
12. The Arbitration and Conciliation Act 1996
13. Legal Services Authorities Act, 1987
14. 222nd Report of the Law Commission of India on *Need for Justice-Dispensation through ADR* (2009)
15. 246th Report of the Law Commission of India on *Amendments to the Arbitration and Conciliation Act, 1996* (2014)
16. Mediation Training Manual of India by Mediation and Conciliation Project Committee of Supreme Court of India.

Constitutional Law – II

Name of the Faculty: Prof. Dr. Anirudh Prasad

Institutions, Structure and Miscellaneous Provisions

Module – I: Institutions

1. Separation of Powers and its position under the Indian Constitution.
2. Executive Power of Union and the States
 - Power and position of the President and the Governors
 - Council of Ministers and its relationship with the President and Governor
3. Union and State Legislatures
 - Composition of Legislature, legislative procedure and legislative privileges
4. Disqualification of Legislators and Anti-defection law.

Modules – II: Union and State Judiciary

1. Organisation and the Independence of Judiciary
2. Composition of the Supreme Court of India and High Courts of the States and their jurisdiction
3. Judicial Creativity and Judicial Activism
4. Judicial Accountability

Module – III: Federal Structure and Centre-State Relations

1. Federal Idea, Essential Features of a Federal System and Nature of Indian Polity
2. Distribution of Legislative Powers between Union and States and the Interpretative Techniques
 - Territorial Distribution and the Doctrine of Territorial Nexus
 - Subject-Matter wise Distribution and
 - a) Rule of Pith and Substance,
 - b) Rule of Repugnancy
 - c) Principle of Colourable Legislation
3. Administrative Relation between the Union and the States
 - Co-operative Federalism
 - The issue of deployment of Central Forces in the States
4. Financial Relations between the Union and the States
 - Constitutional Scheme of the Distribution of Finances between the Union and the States
 - Role of Finance Commission and Niti-Ayog in Distribution of Finances between the Union and the States
 - Immunity of Instrumentality
 - Goods and Services Tax

Module – IV: Miscellaneous Provisions

1. Impact of Emergency on Federal Structure of India
 - Impact of National Emergency
 - Impact of Break-Down of the Constitutional Machinery in the State
 - Impact of Financial Emergency
2. Freedom of Trade, Commercial Intercourse
 - Regulation of Freedom of Trade etc. by the Union and the States
3. Amendment of the Constitution
 - Formal and Informal Ways to Amend the Constitution
 - The Theory of Basic-Structure as Limitation on the Amending Power of the Parliament
4. Role of Judiciary in Federal Structure
 - Legitimacy and Balancing Role of Judiciary under a federal set-up like India

INTERNATIONAL TRADE LAW SYLLUBUS

Name of the Faculty: Dr. P.P. Rao

Unit – I Nature and Scope of International Trade Law and its Traditional relationship with International Law

Definition of International Economic Law

Sovereignty of States – Reality of International Trade

Developments in International Trade

End of the Cold War

Economic Globalisation

Unit – II Foundations and Concepts of International Trade Law

Basic Concepts of International Trade Law

Most Favoured Nation (MFN)

MFN and GATT

Non-Discrimination – Equality of States

The Role of Sovereignty in the Development of International Trade Law

Unit – III The Regulatory Role of the United Nations in Promoting Economic Growth and Development

The Bretton Woods Financial and Monetary System

Regulatory Role of the United Nations

Functions of UNCTAD

UNIDO

New International Economic Order (NIEO)

Loss of appeal of the NIEO

The Cartagena Commitment

Unit – IV World Trade Organisation

ITO, GATT AND WTO

- **International Trade Organisation and GATT**

Structural Format of WTO

- **Objectives of the WTO**
- **Package approach**
- **WTO Forum for Settlement of Disputes**
- **Specific Functions of WTO**
- **Entering or Withdrawing**
- **Decision Making**
- **Structure of the WTO**
- **Different Committees**
- **Basic Principles of WTO**
 - 1) **Most-Favoured-Nation (MFN) or Non-discrimination Between Members:**
 - 2) **National Treatment or Non-discrimination Between Goods:**
 - 3) **Freer Trade: Gradually Through Negotiation:**
 - 4) **Predictability: Through Binding and Transparency:**
 - 5) **Promoting Fair Competition:**
 - 6) **Tariffs: Cuts and Bindings**
 - 7) **More Bindings**
 - 8) **The Built-in Agenda**

Unit – V General Agreement on Tariffs and Trade (GATT)

- **Outline of the GATT Agreement, 1947**
- **Brief overview of the General Clauses of GATT, 1947**
GATT 1994
- **General Elimination of Quantitative Restrictions**

Unit – VI General Agreement on Trade in Services (GATS)

- **GATS in Brief**
- **Modes of Supply**
- **Cross-border Trade:**
- **Consumption Abroad:**
- **Commercial Presence:**
- **Presence of Natural Person:**

GENERAL PRINCIPLES

- **MFN Treatment (Article II)**
- **Transparency (Article III)**
- **Specific Commitments**
- **Market Access (Article XVI)**
- **National Treatment (Article XVII)**
- **Exemptions**
- **Irreversible Commitments**
- **Regional Trading Arrangements**

Unit VII – Trade Related Aspect of Intellectual Property Rights (TRIPs)

The intent behind TRIPs

TRIPs Coverage:

1. Patents
2. Designs
3. Trademarks
4. Copyrights
5. Geographical Indication of Goods (also known as Geographical Appellations of Origin)
6. Trade Secrets
7. Layout of Integrated Chips (IC)

Unit – VIII International Conventions Relating to International Trade

I. UNIDROIT Convention Relating to a Uniform Law on the Formation of Contracts for the International Sale of Goods (1964)

Types of Commercial Contracts

1. **Definite Quantity Contract:**
2. **Firm – Fixed – Price (FFP) Contract:**
3. **Fixed – price Contract:**
4. **Time – and – Materials (T&M) Contract:**

II U.N. Convention on Contracts For the International Sale of Goods (CISG) Vienna Convention, 1980

A . Contract of International Sale of Goods

Conclusion of a contract

Obligations of the Seller

Breach of Contract

Obligations of the Buyer

Remedies for Breach of Contract by the Seller (Buyer's Remedies)

Remedies for Breach of Contract by the Buyer (Seller's Remedies)

UNIT IX Carriage of Goods by Air

UNIT X Carriage of Goods by Sea and Multimodal Transport

SYLLABUS OF JURISPRUDENCE II

FOR

B.A., LL.B. (HONS.) &

B.B.A., LL.B. (HONS.)

Course Instructor

Dr. Manoranjan Kumar
Assistant Professor of Law

CHANAKYA NATIONAL LAW UNIVERSITY, PATNA

NYAYA NAGAR, MITHAPUR

PATNA- 800 001

2021-22

COURSE MODULE

Objective of the Course

The objective of this one semester course in Jurisprudence-II is to create and develop the ability in students of understanding the fundamental legal concepts like right, ownership, possession, liability, title, property etc. which are basic yet paramount to the study of law. Without a proper understanding of these concepts neither the theoretical study nor the practical training of a law student can be a successful venture. It is a well-known fact that jurisprudence has the immense potential of orienting the law students towards the attainment of the objectives of administration of justice in society. Until and unless the law students are thorough with the fundamental concepts which act as the bedrock foundation of the legal institution and all substantive and procedural laws, they cannot appreciate basic nature and purpose of law and cannot evolve as a good lawyer. After successful completion of this one semester course the students will be able to use their understanding of the fundamental concepts of law in legal practice and will also be inspired to pursue further and detailed studies in the related field. A tentative overview of the syllabus of the Course of Jurisprudence - II is given below.

Course Level Learning Outcomes

After completing the course of Jurisprudence - II, the students will be able to:

- Understand the meaning, characteristics and significance of fundamental legal concepts;
- Comprehend the divergent approaches towards explaining and developing these concepts;
- Apply the knowledge acquired in making, applying and interpreting the laws which essential involve some or all of these legal concepts;
- Identify the conflicts in the contemporary society pertaining to wide array of rights, and provide a workable solution; and
- Analyse the judicial decisions more efficiently.

Unit-I

(11 Lectures)

1. Rights and Duties

- Nature and Definition
- Wrongs
- Duties
- Theories of Right
- The Characteristics of a Legal Right
- Narrower and Wider Concept of Rights
- Hohfeld's Analysis of Wider Concept of Right
- Various Kinds of Legal Rights

Unit-II

(7 Lectures)

2. Ownership

- Analysis of the Idea of Ownership
- Chief Incidents of Ownership
- The Subject-matter of Ownership
- Acquisition of Ownership
- Kinds of Ownership
- Function of Ownership in Social Ordering

Unit-III

(7 Lectures)

3. Possession

- Nature and Concept of Possession
- Possession in law and Possession in fact
- Theories of Possession: Savigny's Theory, Ihering's Theory, Salmond's Theory, Holme's Theory and Pollock's Theory
- Immediate and Mediate Possession
- Acquisition and Continuance of Possession
- Possessory Remedies

Unit-IV

(8 Lectures)

4. Persons

- Nature of Personality
- Legal Status of the lower animals, dead men and unborn persons
- Legal Persons
- Corporation Sole and Corporation Aggregate
- Agents, Beneficiaries and Members of a Corporation
- Acts and Liabilities of Corporation
- Uses and Purposes of Incorporation
- Unincorporated Associations
- Theories of the Nature of Legal Persons
 - Purpose Theory
 - Theory of Enterprise Entity
 - Symbolist or Bracket Theory
 - Hohfeld's Theory
 - Kelsen's Theory
 - Fiction Theory
 - Concession Theory
 - Realist and Organism Theory

Unit-V

(10 Lectures)

5. Liability

- Nature and Kinds of Liability
- The Theory of Remedial and Penal Liability
- The General Conditions of Penal Liability
- *Actus Reus* and *Mens Rea*
- Theory of Causation and its Significance in Liability
- Intentional Wrongs, Wrongs of Negligence and Wrongs of Strict Liability
- The Subjective and Objective Theory of Negligence
- The Theory of Strict Liability
- Vicarious Liability
- The measure of Civil and Criminal Liability

Unit-VI

(4 Lecture)

6. Titles

- Vestitive facts
- Acts in the Law and Agreements
- Classes of Agreements

Unit-VII

(5 Lecture)

7. The Law of Property

- Meanings of the term Property
- Kinds of Property
- Modes of Acquisition of Property
- The Ownership of Material Things
- Movable and Immovable Property
- Real and Personal Property
- Rights *in re propria* in Immaterial Things

Unit-VIII

(3 Lecture)

8. The Law of Obligation

- The Nature and Sources of Obligation
- Solidary Obligations
- Kinds of Obligation

Reading List* -

1. Dias, Jurisprudence (LexisNexis, 5th Edition)
2. Fitzgerald, P.J. (Ed.), Salmond on Jurisprudence (Sweet & Maxwell, 12th Edition)
3. Jayakumar, NK, Lectures in Jurisprudence (LexisNexis, 3rd Edition)
4. Paton, G.W., A Textbook of Jurisprudence (Oxford, 4th Edition)
5. Pillai, P.S. Atchuthen, Jurisprudence and Legal Theory (Eastern Book Company, 3rd Edition)
6. Singh, Dr. Avtar and Kaur, Dr. Harpreet, Introduction to Jurisprudence (LexisNexis, 4th Edition)

*The abovementioned reading list is illustrative only and not exhaustive, as additional study materials shall be referred to from time to time. The total number of lectures indicated against each Unit is tentative and the number of lectures to be devoted on each topic may vary.

SYLLABUS OF MONEY, BANKING AND PUBLIC FINANCE

**FOR
B.A., LL.B. (HONS.)**

**Dr. SHIVANI MOHAN
Assistant Professor of Economics**

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NYAYA NAGAR, MITHAPUR
PATNA- 800 001
2021-2022**

Semester VI
Money, Banking and Public Finance

Objective

Money, banking and public finance constitutes important components towards understanding of economics. A clear understanding of the operations of money and banking and their interaction with the rest of the economy is essential to realize how monetary forces operate through a multitude of channels — market, non-market, institutions and, among others, the state. In modern times, the activities of State have considerably increased and the theoretical understanding of different State activities through the budgetary mechanism is essential. Accordingly, the Paper on ‘Money, Banking and Public Finance’ is an optimal integration of monetary theory, banking institutions and government which combines with itself a systematic discussion of the theory, institutions and policy with special reference to India

Module 1:

10 Lectures

Theory of money – features of monetary policy – money supply and various equations of money supply – theory of Central Banking and various functions of Central Banking to regulate money supply – money supply and value of money – difference between money and virtual money- high powered money – various monetary instruments – credit and credit instruments – money and capital market – devaluation and depreciation of money –

Module 2

8 Lectures

Value of Money and Inflation: Quantity theory, Index number, Cash transaction and cash balance approach – monetary standards – inflation, deflation, reflation and stagflation, Keynesian approach – trade off between inflation and unemployment

Module 3

8 Lectures

Principles of taxation, direct and indirect – types and methods – economics of taxation – canons of taxation – tax incentives and double taxation relief Sources of public revenue; Taxation — Meaning, canons and classification of taxes; Division of tax burden — The benefit and ability-to-pay approaches;

Impact and incidence of taxes; Taxable capacity; Effects of taxation; Characteristics of a good tax system; Major trends in tax revenue of the central and state governments in India.

Module 4

3 Lectures

Nature and scope of Public finance - various types – change of character of public finance- public and private finance - through international financial instruments and the issues involved

Module 5

10 Lectures

Public Debt and Financial Administration Sources of public borrowing; Effects of public debt; Methods of debt redemption; Growth of India's public debt; The public budget — Kinds of budget; Economic and functional classification of the budget; Preparation and passing of budget in India.

Module 6

5 Lectures

Present Economic downturn, its distinguishing features and difference from business cycle – reasons for the economic downturn – crisis issues and steps of resolutions taken by developed and developing countries

Recommended readings

- (1) Bhatia, H.L., Public Finance, Vikas Publishing House, New Delhi, 2006.
- (2) Lekhi, R.K., Public Finance, Kalyani Publishers, Ludhiana, 2006..
- (3) Musgrave Richard, Public Finance in Theory and Practice, Tata McGraw Hill Publishers, New Delhi, Fifth Edition, 2004.
- (4) Samuelson, Paul, Economics, Tata McGraw Hill Publishing Company Limited, New Delhi, 2007.
- (5) Dalton, Hugh, Principles of Public Finance, Routledge Publishers, London, 2008.

(6) Sundram, K.P.M., Money Banking and International Trade, Sultan Chand and Sons Educational Publishers, New Delhi Thirty Ninth Edition 2004, Reprint,2005.

(7) Vaish, M.C., Money Banking and International Trade, New Age International Private Limited Publishers, New Delhi, Eighth Updated Edition, 1997

(8) LeRoy, Miller Roger and VanHoose David D., Modern Money and Banking, McGraw Hill Book Company Limited, Singapore, 1993.

(9) Paul R.R., Money Banking and International Trade, Kalyani Publishers, Ludhiana, Sixth Revised Edition, 2006.

Additional Reading List

1. Day, A.C.L. (1960), Outline of Monetary Economics, Oxford University Press, Oxford.

2. De Kock, M.H. (1960), Central Banking, Staples Press, London. Due, J.F. (1963), Government Finance, Irwin, Homewood.

3. Government of India, Economic Survey (Annual), New Delhi.

4. Halm, G.N. Monetary Theory, Asia Publishing House, New Delhi.

5. Harris, C.L. ,Money and Banking, Allyn and Bacon, London.

6 Herber B.P. ,Modern Public Finance, Richard D. Irwin, Homewood.

7 Laliwala, J.I. , The Theory of Inflation, Vani Educational Book, New Delhi.

8. Mishra, S.S. , Money, Inflation and Economic Growth, Oxford & IBH Publishing Company, New Delhi.

9. Musgrave, R.A., The Theory of Public Finance, McGraw Hill, Kogakusha, Tokyo.

10 Reserve Bank of India, The Reserve Bank of India: Functions and Working, Bombay.

11. Reserve Bank of India, Report on Trend and Progress of Banking in India, (various years), Mumbai.

12. Reserve Bank of India, Report on Currency and Finance (Annual), Mumbai.

13. Sayers, R.S. , Modern Banking, Oxford University Press, Delhi

STRATEGIC MANAGEMENT

Program : B.B.A., LL.B. (Hons.)	Semester : VI
Class of : 2022	Credits : 3
	Sessions : 33

Objective: This course in Business Strategy is framed to help the students learn the concepts of Business Strategy, Formulating Policy Decision and Organizational Working.

Text Book	Author/Publication
Introduction to Business Strategy	The ICFAI University Press
Reference Books	Author/Publication
Strategic Management	Dr. P Subba Rao/ Himalaya
Strategic Management – An Integrated Approach	Charles Hill & Gareth Jones/ Biztantra
Making Strategy	Colin Eden & Ackermann / Sage Publications
Competitive Advantage of Nations	Michael Porter
Strategic Management – Strategy Formulation and Implementation	John Pearce & Richard Robinson / AITBS Publication
Business Policy and Strategic Management, 6e	Jauch, Gupta and Glueck/ Frank Bros and Co.
Strategy Safari	Mintzberg, Ahlstrand and Lampel/ Pearson
Competing for the Future	Prahalad and Hamel/ TMH
Strategic Management	Dr. P Subba Rao/ Himalaya

Detailed Curriculum

Principles of Strategy Implementation:

Introduction to Strategic Management
 Strategy and Structure: Role of Structure -
 Managing Strategic Change: Reengineering,
 Restructuring, Innovation - Successful
 Change of Strategy: Judging the Extent of
 Change Required, Force Field Analysis,
 Dealing with Momentum - Establishing
 Strategic Controls: Premise Control,
 Implementation Control, Strategic
 Surveillances, Special Alert Control -
 Operational Control System: Budgets,
 Schedules, Key Success Factors – Reward
 Systems - Crisis Management: Steps for
 Managing Crisis - Matching Structure and
 Control to Strategy: Manufacturing,
 Research and Development, Sales.

Operationalizing the Strategy:

Identification of Annual Objectives:
 Qualities of Effective Annual Objectives,
 Linkage to Long-term Objectives, Integrated

and Coordinative Objectives, Consistency in
 Annual Objectives, Benefits of Annual
 Objectives – Developing Functional
 Strategies: Differences between Grand and
 Functional Strategies, Functional Strategies –
 Development of Policies: The Purpose of
 Business Policies.

Management Tools in Strategy -

Benchmarking: Definition of Benchmarking,
 Approaches to Benchmarking,
 Benchmarking Practices Worldwide,
 Completing Strategy – Reengineering:
 Strategic Processes, Operational Processes,
 Enabling Processes Systematic Approaches,
 Clean Sheet Approach - Reverse Engineering
 - The Balanced Scorecard.

Corporate Restructuring: Forms of
 Corporate Restructuring: Expansion, Sell-
 offs, Corporate Control, Changes in
 Ownership Structure - Theory of the Firm and
 Corporate Activity: Rationale for the

Existence of the Firm - Organizational Forms: Vertical Structure, Horizontal Structure - Numerator and Denominator Management - Turnaround Management: Stage1: Decline, Stage2: Response Initiation Stage, Stage3: Transition, Stage4: Outcome.

Joint Ventures and Strategic Alliance:

Joint Ventures: Rationale for Joint Ventures, Reasons for the Failure of Joint Ventures, International Joint Ventures - Strategic Alliances: Generic Motives for a Strategic Alliance, Types of Strategic Alliances - Making Alliances Work: Partner Selection, Alliance Structure - Managing the Alliance - Advantages and Disadvantages of Strategic Alliance.

Mergers & Acquisitions: Historical Perspectives of Mergers - Rationale for Mergers and Acquisitions: Increased Market Power, Overcoming Entry Barriers, Cost of New Product Development, Increased Speed of Market, Lower Risk Compared to Developing New Products, Increased Diversification, Reshaping the Firm's Competitive Scope - Industry Lifecycle and Merger Types – Cross Boarder Mergers and Acquisitions: Reasons for Cross Border M & A - Management Guide for Mergers and Acquisitions Activity: Diversification and Mergers in a Strategic Long Range Planning Framework: The Managerial Capacity Perspectives, Diversification Planning, Mergers and the Carry-over of Managerial Capabilities - Blueprint for Integrating Acquisitions - Strategic Reasons for Mergers and Acquisitions Value Creation.

Divestitures and Spin Offs: Voluntary Liquidation and Sell-Offs: Liquidating the Overall Firm, Partial Sell Offs – Motives for Divestiture: Efficiency Gains and Refocus, Information Effects, Wealth Transfers, Tax Reasons – Spin Offs: Disadvantages of Spin Offs – Equity Carve-Outs: Disadvantages of Carve-Outs – Porter's Analysis of Divestiture/Acquisitions percentages: The Porter Methodology, Measurement of Effects on Shareholder Values.

International Business Environment: The challenges of International Business - The Nature of Multinational Corporations:

Characteristics of MNCs – Management of MNCs: Marketing Management in MNCs, Operational Management in MNCs, Human Resource Management in MNCs - The Need for Foreign Direct Investment: Benefits of FDI to Home Countries - Culture and International Business: Hofstede's Model, Cross Cultural Literacy. Time Sensitiveness, Flexibility, Avoidance of Ethnocentrism, Culture and Competitive Advantage - Political and Country Risk in International Business: Nature of Political Risk, Nature of Country Risk, Measuring and Managing Political and Country Risk – Trade: Instruments of Trade Policy, Establishment of GATT and WTO, Regional Economic Integration in North America and in Europe, European Single Currency.

International Business Strategies: Strategic Planning: Benefits of Strategic Planning - Strategies for Production: Country Factors, Technology Factors, Product Factors - Strategies for Marketing: Product Distribution - Strategies for Human Resource Management: Equality in Recruitment and Pay, Types of Staffing Policy, Employing Expatriates, Training and Development, Repatriation of Expatriates, Compensation, Performance Appraisal in Subsidiaries, Domestic HR Strategies Pursued in Subsidiaries, Subsidiaries' Autonomy in Decision Making, Labor Relations, Developing a Culturally Synergistic Approach to HRM - Strategies for Financial Management: Foreign Exchange, Meaning of Currency Risk, Exposure – Meaning and Types, Currency Risk Management Alternatives, Corporate Response to Exchange Rate Fluctuations.

Challenges for the 21st Century: Global Competitiveness in the New Millennium: Competitive Strengths of Major Industrialized Countries, What Should be done to Meet the Global Competitive Challenges, What Should Corporations Do, What Should Government Do – Considerations for Strategies in the 21st Century: Corporate Strategy, Ethics, Public Values and Social Responsibility, Global Challenges, Role of the Government,

Ecological Challenges, Quality and Productivity, Workforce Diversity, Change, Empowerment – Emergence of a Knowledge Worker – Role of a Knowledge Worker – E-commerce the Central Challenge – The CEO in the New Millennium: Corporate Governance, Approach to Information.

Competing for the Future: An Alternative View of Corporate Strategy - Beyond

Restructuring - Beyond Reengineering - Competitive Strategy as Stretch: Strategic Intent, A Sense of Direction, A Sense of Destiny - Competitive Strategy as Leverage: Premises on Which Leveraging Operates, Concentrates Concept of Core Competency – C K Prahalad and Gary Hamel’s View: Identifying Core competencies, A Relook at Core Competency – Views of Krishna Palepu and Tarun Khanna.

Schedule of Sessions

Topics	Sessions
PRE-MID SEM	
Principles of Strategy Implementation	4
Operationalizing the Strategy	3
Management Tools in Strategy	3
Corporate Restructuring	3
Joint Ventures and Strategic Alliances	3
POST-MID SEM	
Mergers and Acquisitions	4
Divestitures and Spin Offs	3
International Business Environment	3
International Business Strategies	3
Challenges for the 21 st Century	2
Competing for the Future	2
Total	33

DETAILED SESSION PLAN

Program : BBA LLB	Semester : VI
Class of : 2022	Credits : 3

Session No	Chapter No	Chapter Name	Topic
PRE- MID SEM			
1	VIII	Principles of Strategy Implementation	Introduction to Strategic Management. Strategy a Structure: Role of Structure - Managing Strategic Change: Reengineering, Restructuring, Innovation. <i>(Case study: Sony Ericsson's Mobile Music Strategy)</i>
2			Successful Change of Strategy: Judging the Extent of Change Required, Force Field Analysis, Dealing with Momentum.
3			Establishing Strategic Controls: Premise Control, Implementation Control, Strategic Surveillances, Special Alert Control. <i>(Case study: State Bank of India: Competitive Strategies of a Market Leader)</i>
4			Operational Control System: Budgets, Schedules, Key Success Factors – Reward Systems - Crisis Management: Steps for Managing Crisis - Matching Structure and Control to Strategy: Manufacturing, Research and Development, Sales. <i>(Case study: Monster Inc. : Strategic Growth in India)</i>
5	IX	Operationalizing the Strategy	Identification of Annual Objectives: Qualities of Effective Annual Objectives, Linkage to Long-term Objectives, Integrated and Coordinative Objectives, Consistency in Annual Objectives, Benefits of Annual Objectives. <i>(Case study: Starbcks: Selling an Experience)</i>
6			Developing Functional Strategies: Differences between Grand and Functional Strategies: Marketing, Finance/accounting Research and Development.
7			Functional Strategies: Production/operations, Personal/human resources – Development of Policies: The Purpose of Business Policies. <i>(Case study: Philips – Six Sigma a tool to Increase customer satisfaction at Bank of America)</i>
8	X	Management Tools in Strategy	Benchmarking: Definition of Benchmarking, Approaches to Benchmarking, Benchmarking Practices Worldwide, Completing Strategy. <i>(Case study: The Nirma Story)</i>

Session No	Chapter No	Chapter Name	Topic
9			Reengineering: Strategic Processes, Operational Processes, Enabling Processes Systematic Approaches, Clean Sheet Approach.
10			Reverse Engineering - The Balanced Scorecard.
11	XI	Corporate Restructuring	Forms of Corporate Restructuring: Expansion, Sell-offs, Corporate Control, Changes in Ownership Structure. <i>(Case study: Baush & Lomb: Effective Positioning.)</i>
12			Theory of the Firm and Corporate Activity: Rationale for the Existence of the Firm - Organizational Forms: Vertical Structure, Horizontal Structure - Numerator and Denominator Management.
13			Turnaround Management: Stage1: Decline, Stage2: Response Initiation Stage, Stage3: Transition, Stage4: Outcome.
14	XII	Joint Ventures and Strategic Alliance	Joint Ventures: Rationale for Joint Ventures, Reasons for the Failure of Joint Ventures, International Joint Ventures. <i>(Case study: TCL Thomson Electronics Corporation: A Failed Joint Venture?)</i>
15			Strategic Alliances: Generic Motives for a Strategic Alliance, Types of Strategic Alliances. <i>(Case study: Merck's New Product Development and Launch Strategy for Januvia.)</i>
16			Making Alliances Work: Partner Selection, Alliance Structure - Managing the Alliance - Advantages and Disadvantages of Strategic Alliance. <i>(Case study: Launch of Amaron Automotive Batteries)</i>
POST - MID SEM			
17	XIII	Mergers & Acquisitions	Historical Perspectives of Mergers - Rationale for Mergers and Acquisitions: Increased Market Power, Overcoming Entry Barriers, Cost of New Product Development, Increased Speed of Market, Lower Risk Compared to Developing New Products, Increased Diversification, Reshaping the Firm's Competitive Scope. <i>(Case study: Li Ning: Brand Growth and Excellence in China)</i>
18			Industry Lifecycle and Merger Types – Cross Boarder Mergers and Acquisitions: Reasons for Cross Border M & A.

Session No	Chapter No	Chapter Name	Topic
19			Management Guide for Mergers and Acquisitions Activity: Diversification and Mergers in a Strategic Long Range Planning Framework: The Managerial Capacity Perspectives, Diversification Planning, Mergers and the Carry-over of Managerial Capabilities
20			Blueprint for Integrating Acquisitions - Strategic Reasons for Mergers and Acquisitions Value Creation. <i>(Case study: Price Optimization at Northern Group Retail)</i>
21	XIV	Divestitures and Spin Offs	Voluntary Liquidation and Sell-Offs: Liquidating the Overall Firm, Partial Sell Offs – Motives for Divestiture: Efficiency Gains and Refocus, Information Effects, Wealth Transfers, Tax Reasons <i>(Case study: Promotional Strategies of cellular service Providers in India)</i>
22			Spin Offs: Disadvantages of Spin Offs.
23			Equity Carve-Outs: Disadvantages of Carve-Outs – Porter’s Analysis of Divestiture/Acquisitions percentages: The Porter Methodology, Measurement of Effects on Shareholder Values.
24	XXI	International Business Environment	The challenges of International Business - The Nature of Multinational Corporations: Characteristics of MNCs – Management of MNCs: Marketing Management in MNCs, Operational Management in MNCs, Human Resource Management in MNCs, The Need for Foreign Direct Investment: Benefits of FDI to Home Countries. <i>(Case study: Harrah’s CRM strategy.)</i>
25			Culture and International Business: Hofstede’s Model, Cross Cultural Literacy. Time Sensitiveness, Flexibility, Avoidance of Ethnocentrism, Culture and Competitive Advantage - Political and Country Risk in International Business: Nature of Political Risk, Nature of Country Risk, Measuring and Managing Political and Country Risk. <i>(Case study: Sabre Holdings: The Quest for New Business Models.)</i>

Session No	Chapter No	Chapter Name	Topic
26			Trade: Instruments of Trade Policy, Establishment of GATT and WTO, Regional Economic Integration in North America and in Europe, European Single Currency. <i>(Case study: WTO - A Global Trade Regulator.)</i>
27	XXII	International Business Strategies	Strategic Planning: Benefits of Strategic Planning - Strategies for Production: Country Factors, Technology Factors, Product Factors <i>(Case study: Sabre Holdings: The quest for new business models)</i>
28			Strategies for Marketing: Product Distribution.
29			Strategies for Human Resource Management: Equality in Recruitment and Pay, Types of Staffing Policy, Employing Expatriates, Training and Development, Repatriation of Expatriates, Compensation, Performance Appraisal in Subsidiaries, Domestic HR Strategies Pursued in Subsidiaries, Subsidiaries' Autonomy in Decision Making, Labor Relations, Developing a Culturally Synergistic Approach to HRM - Strategies for Financial Management: Foreign Exchange, Meaning of Currency Risk, Exposure – Meaning and Types, Currency Risk Management Alternatives, Corporate Response to Exchange Rate Fluctuations. <i>(Case study: The GE way on e-business)</i>
30	XXIII	Challenges for the 21 st Century	Global Competitiveness in the New Millennium: Competitive Strengths of Major Industrialized Countries, What Should be done to Meet the Global Competitive Challenges, What Should Corporations Do, What Should Government Do – Considerations for Strategies in the 21 st Century: Corporate Strategy, Ethics, Public Values and Social Responsibility, Global Challenges, Role of the Government, Ecological Challenges, Quality and Productivity, Workforce Diversity, Change, Empowerment. <i>(Case study: Lifebuoy “Swasthaya Chetna” : Unilever’s Social Marketing Campaign)</i>
31			Emergence of a Knowledge Worker – Role of a Knowledge Worker – E-commerce the Central Challenge – The CEO in the New Millennium: Corporate Governance, Approach to Information.

Session No	Chapter No	Chapter Name	Topic
			<i>(Case study: Small and Medium Businesses in India: A Big Opportunity for IT Vendors)</i>
32	XXIV	Competing for the Future	An Alternative View of Corporate Strategy - Beyond Restructuring - Beyond Reengineering - Competitive Strategy as Stretch: Strategic Intent, A Sense of Direction, A Sense of Destiny. <i>(Case Study: HLL – Power Brand.)</i>
33			Competitive Strategy as Leverage: Premises on Which Leveraging Operates, Concentrates Concept of Core Competency – C K Prahalad and Gary Hamel’s View: Identifying Core competencies, A Relook at Core Competency – Views of Krishna Palepu and Tarun Khanna. <i>(Case Study: Hindustan Motors’ Struggle for Survival)</i>