PANJAB UNIVERSITY, CHANDIGARH-160014 (INDIA)
(Estd. under the Panjab University Act VII of 1947-enacted by the Govt. of India)

FACULITY OF BUSINESS MANAGEMENT AND COMMERCE

MASTER OF BUSINESS ADMINISTRATION (EXECUTIVE)

For the Examinations of 2011-12
SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (EXECUTIVE) FOR THE EXAMINATION OF 2011-2012

Note:
1. Examination in each subject will be of 3 hours duration except for Strategic Management (MBAEX8201).
2. The duration of Strategic Management (MBAEX8201) will be 4 hours.
3. Maximum Marks for external/written examination is 50 marks and internal assessment is 50 marks except for seminar and workshop courses.

Instructions to the paper setters: (Except for MBAEX8201: Strategic Management).
IF THERE ARE TWO UNITS: Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.
IF THERE ARE FOUR UNITS: Set 10 questions in all. Two or three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.
N.B: Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University.

SCHEME OF EXAMINATION FOR MBA (EXECUTIVE)

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<tr>
<th>Subject Code</th>
<th>Paper Title</th>
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<tr>
<td>MBAEX6101</td>
<td>BUSINESS ECONOMICS</td>
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<td>MBAEX6102</td>
<td>BUSINESS STATISTICS</td>
<td>100</td>
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<td>MBAEX6103</td>
<td>ORGANISATIONAL BEHAVIOUR</td>
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<td>MBAEX6104</td>
<td>WORKSHOP ON BUSINESS COMMUNICATION</td>
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<tr>
<td>MBAEX6201</td>
<td>MANAGEMENT ACCOUNTING</td>
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<td>MBAEX6202</td>
<td>BUSINESS ENVIRONMENT</td>
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<td>MBAEX6203</td>
<td>OPERATIONS MANAGEMENT</td>
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<td>MBAEX6204</td>
<td>COMPREHENSIVE VIVA-VOCE*</td>
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<tr>
<td>MBAEX6205</td>
<td>WORKSHOP ON BUSINESS RESEARCH</td>
<td>50</td>
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<td><strong>TOTAL</strong></td>
<td><strong>450</strong></td>
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* Comprehensive Viva-Voce of 2nd Semester would be based on papers taught in 1st and 2nd Semester.
MBAEX6101: BUSINESS ECONOMICS

Objective: The objective of this course is to equip the students with basic knowledge of the concepts and tools of economic analysis as relevant for business decision making.

UNIT I

UNIT II
Market structure and degree of competition, profit maximization, price and output determination in the short-run and long run: in perfect competition, monopoly, monopolistic competition and oligopoly.

UNIT III
Utility analysis: types of utility, relationship between total utility and marginal utility, critical appraisal of law of diminishing marginal utility, explanation of law of equi-marginal utility, derivation of demand curve with the help of utility analysis, validity of utility analysis in modern times.

UNIT IV
Keynesian analysis: Keynesian theory of employment, consumption function, investment function, multiplier, relevance of Keynesian economics after 1936.

References
1. Ahuja, H.L., Advanced Economics Theory, S.Chand Group.
3. Dean, J., Managerial Economics, Prentice Hall
7. Varshney, R.L. and Maheshwari, K.L., Managerial Economics, Sultan Chand & Sons
MBAEX6102: BUSINESS STATISTICS

Objective: The objective of this paper is to acquaint the students with various statistical tools and techniques used to business decision making

UNIT-I

Construction of frequency distributions and their analysis in the form of measures of central tendency and variations, types of measures, Skewness-meaning and co-efficient of Skewness. Kurtosis. Index Numbers: Definition and Methods of Construction of Index Numbers; Tests of consistency, Base shifting, splicing and Deflation; Problems in construction, importance of index numbers in Managerial decision making.

UNIT-II

Correlation analysis- meaning & types of correlation, Karl Pearson’s coefficient of correlation and spearman’s rank correlation, regression analysis-meaning and two lines of regression ,relationship between correlation and regression co-efficient, time series analysis- measurement of trend and seasonal variations, time series and forecasting.

UNIT-III

Probability- basic concepts and approaches, addition, multiplication and Bayes’ theorem, probability distributions - meaning, types and applications, binomial, Poisson and normal distributions.

UNIT-IV

Statistical inference: Concept of sampling distribution, parameter and statistics, standard error.

Theory of estimation: Point and interval estimation, construction and confidence limits for mean.

Tests of significance-parametric v/s non-parametric tests, hypothesis testing, large samples, small samples- chi-square test, z-test, t-test, binomial test, analysis of variance. Independence of Attributes, Goodness of Fit and Test of Homogeneity.
MBAEX6103: ORGANISATIONAL BEHAVIOUR

Objective: This course emphasizes the importance of human capital in the organizations of today. It gives an insight to the students regarding individual and group behavior in any organization.

UNIT I

Introduction to OB: concepts, foundations, contributing disciplines to OB, role of OB in management practices, challenges and opportunities for OB, OB in the context of globalization, scientific management and human relation tools: Hawthorne experiments, introduction to human behavior, perception, attitudes and job satisfaction

UNIT II

Personality: meaning, determinants, theories, MBIT and big five model, leadership: theories, determinants, style and challenges to leadership in India, motivation and morale: concept and applications, communication: interpersonal communication, listening, feedback, counseling, organizational communication.

UNIT III

Group process: group and intergroup behaviour, group decision making, team management: types of teams, teams in modern workplace, team v/s group, power: concept, bases of power, distinction b/w power and authority, power distribution in organization, organizational politics: concept, consequences, reasons and management of political behaviour, work stress: causes,
organizational and extra organizational stressor, individual and group stressor, effect of stress, stress coping strategies.

UNIT IV

Conflict and inter-group behavior: sources of conflict, types of conflict, functional and dysfunctional aspects of conflict, approaches to conflict management, organizational culture: functions of OC, creating and sustaining of OC, development and implications of OC, organizational effectiveness: concept and approaches to OE, factors in OE, effectiveness through adaptive coping cycle, organizational health development, emotional intelligence.

References


MBAEX6104: WORKSHOP ON BUSINESS COMMUNICATION

Objective: The course aims at developing the communication skills of students – both written communication and oral communication. The students will also be taught how to analyze cases and prepare case reports.

UNIT – I

An introduction to business communication, elements of the communication models, types of communication, barriers to communication, principles of written communication, Business letters: their basic qualities, mechanics of letter writing, and specific types of letters, internal communication through memos, minutes and notices.
UNIT – II

Principles of oral communication, speeches: speech of introduction, of thanks, occasional speeches, theme speech, mastering the art of giving interviews in the following: selection or placement interview, appraisal interview, exit interview, group communication: meetings and group discussions, report writing, principles of effective presentations including use of audio-visual media, business and social etiquette.

References


SECOND SEMESTER

MBAEX6201: MANAGEMENT ACCOUNTING

Objective: The objective of this course is to acquaint the students about the role, concepts, techniques and methodology relevant to accounting function and to impart knowledge regarding the use of cost accounting information in managerial decision making.

UNIT – I

UNIT – II
Revenue recognition and measurement (AS-9), fixed assets (AS-10), inventory valuation (AS-2), depreciation accounting (AS-6), intangible assets accounting (AS-26), financial statement analysis: ratio analysis, common size statements, comparative analysis, trend analysis, cash flow analysis, accounting for price level changes, human resource accounting, social and environmental accounting.

UNIT – III

UNIT – IV
Contemporary issues in management accounting – value chain analysis, activity based costing, activity based budgeting, target and life cycle costing, quality costing.

References
MBAEX6202: BUSINESS ENVIRONMENT

Objective: Judicious decision making in a business organization requires the proper knowledge of the environment in which it has to function. This course aims at orienting the students with all the external environmental forces which affect the decision making process of an organization.

UNIT I

Concept of business environment: its significance and nature, interaction matrix of different environment factors, process of environmental scanning, environmental scanning of important industries of India viz. tractors pharmaceutical industry, food processing, electronics, fertilizers, steel, soft drinks, and TV.

UNIT II

Economic environment: the philosophy, strategy and planning in India, monetary policy and their impact on Indian business, industrial policy foreign trade policy and their impact on Indian business, political environment: relation between business and government of India. constitutional provisions related to business, concept of state intervention in business, ideology of different political parties, bureaucracy and Indian business.

UNIT III

Technological environment, policy for research and development in India, appropriate technology, debate of technology v/s labour, MNC as a source of transfer to technology and its implication, institutional infrastructure for exports in India, India’s export-import policy, global business environment, significance of foreign investment in India, opportunities and threats in WTO and the new international trading regime, tariff and non tariff barriers in global trade.

UNIT – IV

Socio-cultural environment in India: salient features of Indian culture values and their implication for Indian business, middle class in India and its implications on industrial growth in India, consumerism as emerging force, social responsibility of business, business ethics and
Indian business, impact of mass media on Indian business, changing role of rural sector in India: rural income and rural demand of consumer durable.

Reference:


MBAEX6203: OPERATIONS MANAGEMENT

Objective: The objective of this paper is to acquaint the students with various quantitative techniques which are of great importance for quantitative decision-making.

UNIT I

Operations research: evolution, methodology and role in managerial decision making, linear programming: meaning, assumptions, advantages, scope and limitations, formulation of problem and its solution by graphical and simplex methods, special cases in simplex method, infeasibility, degeneracy, unboundedness and multiple optimal solutions, duality.

UNIT II

Transportation problems including transshipment problems: special cases in transportation problems, unbalanced problems, degeneracy, maximization objective and multiple optimal solutions, assignment problems including traveling salesman’s problem, special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions.
UNIT III

PERT/CPM: difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time-cost trade-off, decision theory: decision making under uncertainty and risk, Bayesian analysis, decision tree analysis.

UNIT IV

Game theory, pure and mixed strategy games, principle of dominance, two person zero sum game, queuing theory: concept, assumptions and applications, analysis of queue system, Poisson distributed arrivals and exponentially distributed service time models (MM1 and MMK), simulation; meaning, process, advantages, limitations and applications.

References:


**MBAEX6204: COMPREHENSIVE VIVA-VOCE**
MBAEX6205: WORKSHOP ON BUSINESS RESEARCH

Objective: To expose the students to the basic concepts of research methodology and application through practical exercises in the area of commerce and management.

UNIT-I
Introduction to business research: definition, characteristics, types, research process – an overview, review of literature – its role and significance in the stages of research process, theory building, ethical issues in business research, formulation of the research problem and research proposal, hypothesis - definition, formulation and types , research design - definition, types, secondary data – definition, types, sources, evaluation and searches, primary data collection methods - surveys, observation and experiments.

UNIT-II
Fieldwork- preparation of data collection instruments, measurement and scaling concepts, measurement scales, questionnaire (instrument) design, sampling design and sampling procedures, sample size estimation ,fieldwork processing of data, data analysis -basic data analysis ,hypothesis testing –t test ,chi square test, test of proportion, bivariate analysis-tests of differences and measures of association through use of parametric and non parametric tests, report writing, use of computers in research.

References
THIRD SEMESTER

Note. 1. Examination in each subject will be of 3 hours duration except Strategic Management (532).

2. The duration of Strategic Management (532) will be 4 hours.

3. Maximum marks for external/written examination is 50 marks Internal Assessment is 50 marks.

Instructions to the Paper Setters: (Expert for MBA 532: Strategic Management)

IF THERE ARE TWO UNITS: Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.

IF THERE ARE THREE UNITS: Set 10 questions in all. Three or four questions from each unit. The students are required to answer five questions in all selecting at least one question and not more than two from each unit.

IF THERE ARE FOUR UNITS: Set 10 questions in all. Two or three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

IF THERE ARE FOUR UNITS: Set 10 questions in all. Two questions from each unit. The students are required to attempt five questions in all selecting from each unit.

N.B. Use of non-programmable calculators by the students in the Examination Hall is allowed. The Calculators will not be provided by the University.

THIRD SEMESTER

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<tr>
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<th>Course Title</th>
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<tr>
<td>M.b.e. 510</td>
<td>Human Resource Management and Industrial Relations</td>
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<tr>
<td>M.b.e. 511</td>
<td>Marketing Management</td>
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<td>M.b.e. 512</td>
<td>Financial Management</td>
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<td>M.b.e. 513</td>
<td>Workshop on Computer Data Processing</td>
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FOURTH SEMESTER
ANY ONE GROUP EACH HAVING 3 PAPERS

Group A: MARKETING MANAGEMENT
M.b.e. 514 Advertising and Consumer Behaviour 100
M.b.e. 515 Sales and Distribution Management 100
M.b.e. 516 Marketing Research and Product Management 100

Group B: HUMAN RESOURCE MANAGEMENT
M.b.e. 517 Organisation Development 100
M.b.e. 518 Labour Legislation 100
M.b.e. 519 Negotiating Skills & Participative Decision Making 100

Group C: FINANCIAL MANAGEMENT
M.b.e. 520 Financial Engineering 100
M.b.e. 521 Management Control System 100
M.b.e. 522 Strategic Financial Management 100

Group D: PRODUCTION AND TECHNOLOGY MANAGEMENT
M.b.e. 523 Total Quality Management 100
M.b.e. 524 Technology Management 100
M.b.e. 525 Advanced Production Management 100
FIFTH SEMESTER

ANY THREE OF THE FOLLOWING

M.b.e.  526  Management Information Systems  100
M.b.e.  527  Small Business Management  100
M.b.e.  528  Management of Environment  100
M.b.e.  529  International Business  100
M.b.e.  530  Management of Rural Development  100
M.b.e.  531  Marketing of Services  100

SIXTH SEMESTER

M.b.e.  532  Strategic Management  100

ANY TWO OF THE FOLLOWING

M.b.e.  533  a. Money & Capital Market
           b. Project Management
           c. Management of change
           d. Logistics Management
           e. International Marketing
           f. Compensation Management
Objective: The course aims at familiarizing the participants with the human resource management & Industrial relations with respect to India.

Unit-I

Nature and Scope of HRM: Meaning, Definition, Scope of HRM, Objectives and functions of HRM.

Role and qualities of HRM Managers, HRM Policies and Principles of H.R.M. Model.
Evolution of HRM, Organization of HRM Department Environment of HRM. Role of Government and other external and internal forces, which effect HRM, functions.


Unit-II

Human Resource Potential appraisal System, performance Appraisal (meaning and definition, Appraisal Process, Past Oriented methods, new approaches like 360 degree, Assessment Centre, MBO)

Compensation Management: (Job evaluation, Employee Remuneration Incentive payments). (Individual as well as group incentive plans), Employee Benefits and Executive Remuneration)

Employee Welfare

Safety & Health
Internal Mobility (Promotion, Transfer)

Work Redesigning (Job enlargement, Job evaluation, Job relation)

Quality of work like

Separation

New Challenges in front of HRM

Unit-III

Industrial Relation theories, Industrial conflict : Nature, form, cause and effects, labour Policy and Labour legislation

Changing role of state industrial relations, industrial relations in the international context.

Unit-IV


Reference

2. Eugene Mackenna & M.C. Beech : Essence of Human Resource Management
3. Paul Pigors and Charles A Myers : Personnel Administration
4. Dale Yoder : Personnel Management and Industrial Relations
5. N.N. Chatterjee : Management of Personnel in India Enterprises
Mbe. 511 : MARKETING MANAGEMENT

Objective: The objective of this course is to help the participants to understand the conceptual framework of marketing management. It also intends to expose the participations to the various decisions the marketing managers in India are required to take under various environmental conditions.

Topics:

Unit-I

Marketing tasks and Philosophies; marketing, system and marketing environment; the consumer markets and buyer behavior; Strategic Marketing Process; Industrial Markets; Market Segmentation Market measurement and forecasting. Marketing of Services. Concept of relationships marketing, Multi level marketing.
Unit-II

Decision relating to product policy including branding and packing; price policies and strategy channel decisions; Management of Physical distribution.

Unit-III

Promotional decision including management personal selling management of advertising and sales promotions; planning and organization marketing; Marketing Control; International Marketing Tasks.

Book Recommended

1. Cundiff, Still & Govoni : Fundamentals of Modern Marketing
2. Philip Kotler : Marketing Management : Analysis, Planning & Control
3. Hunt, Shelby : Modern Marketing Theory
4. Stanton : Fundamentals of Marketing
5. Philip Kotler : Principles of Marketing
9. S.J. Mearthy : Basic Marketing – A Managerial Approach
10. Subhash C. Mehta : Indian Consumers
11. Dholakia, Khurana : Marketing Management, cases & Concepts
M.B.A. (EXECUTIVE) 3RD SEMESTER

Mbe. 512 : FINANCIAL MANAGEMENT

Objective :
1. Establish a framework for corporate financial decisions.
2. Understand major decisions, objective function of the firm and major tools available to face the decision making process to achieve objective function of firm.

COURSE CONTENTS

Unit-I

Corporate Finance Function – Concept, scope, objective and its relationship with other functional areas.

Understanding Financial Statements – Ratio analysis, Cash Flow Statement, EVA.


Present Value – Time value of money as basis of financial decision making, mathematics of finance.

Risk and return – Concept of risk, relationship between expected portfolio return and risk, models for risk and return – Capital Market Line, CAPM.
Unit-II

**Investment Decision Making** – Estimating fee cash flows, cost of capital, decisions rules, budgeting rules to projects when facing capital rationing constraints.

**Project choice under risk and uncertainty** – Sensitivity and scenario analysis, discounted break-even analysis, decision tree, Monte-Carlo Simulation and project choice in a CAPM framework

**Organising and Following up on Investment Analysis** – Major determinants of project success, common errors in investment analysis and framework of following up on investment analysis

Unit-III

**Capital Structural Planning** – Operating and financial leverage; capital structure theories and values of firm; capital structure planning and policy; cost of capital.

**Dividend Policy** – Dividend theories, determinants of dividend policy, share buyback, retention of profits.

Unit-IV


**Working Capital Financing** – Trade credit, bank finance, commercial paper, factoring, money market instruments.

Unit-V

**Valuation of M & A Projects** – Economics of M & A methods of valuation – NAV, PECV, MPS, EPS, break-up value and free cash flows.

**Innovative Financial Instruments** – Hybrid securities namely convertible and non-convertible debentures, deep discount bounds warrants.

**Capital market Efficiency and Indian Capital Markets**
Recommended Readings:


**Mbe. 513 : WORKSHOP ON COMPUTER DATA PROCESSING**

**Objective :** The course seeks to prove an understanding of the working of the computer systems. It aim is to developing skills in handling information technology and use it as a strategic resource.

**Unit-I**

Introduction to Electronic Data processing
Computer Systems : Hardware and Software
Fundamentals of Operating Environments.
Information Attributes, Information Economics
Role of Computers in Managerial Decision Making

**Unit-II**

Office Automation
Business DATA Processing including File Organisation, Batch and Job Processing.
Utilities, Data Base Management
Artificial Intelligence
Flow Charts and Data Flow Diagrams

Unit-III

End User computing using MS-Office package
Word Processing including mail merge, transfer, editing
Spreadsheet Design, Graphics, Macros
Data Base Management Concepts

Unit-IV

Networking Concepts
Netware Basic, Tools and Services on Internet, Browsing, the Net Gopher
File Systems, Netware Menus
Electronic Mail
Fundamentals of Website Design

Unit-V

Data Communication
Client/Server Technology
Interactive Computer Graphics
Computer Viruses

References

1. Raja Raman : Fundamentals of Computers
2. Hunt and Shelley : Computers and Commonsense
3. MS-Office 97 : Training Manual
FORTH SEMESTER

Group : A

Mbe. 514: ADVERTISING AND CONSUMER BEHAVIOUR

Objective : The objective of this course is to help students understanding the various factors effecting consumer behaviour and to understand the process of consumer buying. Based on the understanding of Consumer behaviour, the students are expected to design the advertising, strategy. The course also aims at high-lighting the advertising Scenario in India.

Unit-I

ADVERTISING

Advertising : As an element in marketing mix, its role and importance. Importance, Advertising as a means of communication, feeling response to advertising. Setting advertising objectives and contribution of DAGMAR to setting objectives.

Unit-II


Unit-III

CONSUMER BEHAVIOUR

Understanding of the consumer behaviour decision making process, high involvement and low
involvement decision process. Social and Culture Environment, economic demographics, cross cultural and sub-cultural influences, social stratification, Reference and family reference, lifestyle research and marketing strategy.

Psychological foundations: Learning and behaviour modification information processing. High involvement decision process, problem recognition, search process, non-marketer dominated information sources, Diffusion of innovation, Alternative evaluation process, changing beliefs and attitudes, choice and outcome and purchasing behaviour and retail strategy, Brand loyalty, repeat purchase behaviour.

Unit-IV

Models of consumer decision making Viz, Nicosia model, Howard Sheth Model
Engel Kollet Blackweell model, Seths family decision making model, Bettman information processing model of consumer choice
Intermediate markets and their behaviour

Books Recommended

1. Aaker, Myers : Advertising Management
2. Wright, Warner, Winter and Zeigier : Advertising
3. James S. Norris : Advertising
5. Engell and Blackwell : Consumer Behaviour 3rd Edition
6. Schiffman and Kanuk : Consumer Behaviour
7. Walters : Consumer Behaviour
8. Holleway, Mattelshaedit and Venkatesan : Consumer Behaviour
Mbe. 515 : SALES AND DISTRIBUTION MANAGEMENT

Objective : The objective of this course is to acquaint the students with the fundamentals of sales management to business. The course also deals with the relationship between sales function and distribution.

Unit-I

Sales Management Environment
Routing and Scheduling
Function and qualities of a sales Executive (Effective Sales Executive)
International sales Management

Sales function and its relationship with other marketing functions sales organization. The external relationship of the Sales Department e.g. with distributors, Government and Public
salesmanship : Theoretical aspects of salesmanship, the process of selling

Sales forecasting methods. Sales Budget, Sales territories and quotes.

Unit-II

Sales force management : Recruitment, Selection, Training, Motivation and Compensation of the Field sales force and sales executive. The evaluation and control of sales force.

Scope of Distribution channels : Marketing channels, various participants of marketing Channels, Design of Distribution channel, channel Development and Management : Negotiation, Channel Management and Performance Measurement.

References:

1. Arker Myers : Advertising Management
2. Wright, Warner, Winter and Zeigler : Advertising
3. James and Morris : Advertising
4. Gundiff, Still and Govind : Sales Management, Decision Policies and cases
Mbe. 516 : MARKETING RESEARCH AND PRODUCT MANAGEMENT

Objective: The course is intended to help students planning to become marketing to develop their thinking about the nature of research in marketing to get acquainted with various research concepts, techniques and procedures and to develop their ability to conduct, evaluate, use and present research findings. The course will also develop an understanding of the job of the product manager and of the tools and strategies available to them for dealing with different stages and contingencies in the life of the brand.

Unit-I

Production to the Marketing Research Process-Scope of Marketing
Research Procedure. Phase in Marketing
Research Procedure including Research Design
Selected Applications of Marketing Research
Project Research: Developing Product, Specifications and Attributes, Product Testing, Test Marketing
Package Research
Advertising Research: Advertising Objectives and Product Appeals, Copy Testing, Media Research, Measuring effectiveness of advertising

Marker and sales Analysis Research: Markets Potential Analysis, Sales Analysis, Sales Forecasting identifying, Market Segmentation, Consumer Panel Shop Auditing, Shop census.
Unit-II

Organising for product management, the product manager’s job planning and control systems for product management

Product development – processes and challengers, commercializing innovative technology. Project management and project manager in new product developing, product portfolio planning.

Marketing strategy in the following type of markets: rapidly growing value and saturated

Product recall, product relaunch

Use of the following in product management: differentiation, positioning, advertising, branding, promotion, pricing and distribution.

Customer satisfaction, marketing and the worldwide web, legal restrictions in management.

References

1. Agarwal, S. : Marketing Research
2. Boyd, Westfall and Stasch : Marketing Management
4. Crouch, S. : Marketing Research for Managers
5. Ferber, R. : Handbook of Marketing Research
6. Gren, Tull and Albauni : Research for Marketing Decision
7. Tull and Hawjkins : Marketing Research – Measurement and Method
8. Luch D.J. : Product Policy and Strategy
9. Majumdar, R. : Product Management in India
10. Wirid, Yoran R : Product Policy, Concepts, Methods and Strategy
Group : B

Mbe. 517: ORGANIZATION DEVELOPMENT

Objective: The course develops and analytical and Operational to planned system wise organisational change. Organisations today are faced with the dilemma of how to integrate the organisational objectives with the goals of the individual working for it. To resolve this dilemma in our rapidly changing environment and to ensure that competing or confliction groups move towards a collaborative way of work, several changes in the organization structure, process and behaviour are necessary. This is sought to be achieved through a planned management change effort broadly termed as organization development.

Unit-I


Unit-II

Team Interventions, Intergroup and Third Party Peace Marking Interventions.

Unit-III

Comprehensive Interventions – Managerial Grid, Confrontation Meting, Survey Feedback.

Unit-IV


Unit-V

References:

1. Organization Development : Richard Backhand
2. Organisation Development : Warren Bennis
3. O.D. and Change : Edgar and Huse
4. O.D. : French and Bell
5. O.D. for Operating Managers : M.E. McGill
6. O.D. Theory, Practice and Research : French, Bell and Zawacki
7. O.D. and Change : Meenakshi Malhotra
8. O.D. : Mergulies and Raia
9. O.D. : Warner Burke
10. O.D. and Change : T.G. Cummings and C.G. Worley
11. Managing Change : Philip Sadler
13. Process Consultation : Edger Sachein

Journals

1. California Mgt. Review
2. Journal of Applied Behavioural Sciences
3. Harvard Business Review
4. Personnel
5. Human Capital
6. H.R. Focus
Objective: The Objective of the courses is to enhance the participants understanding of Indian Legal environment relating industrial relations, Emoluments and welfare. Emphasis would be given to the provisions and case of Law of various acts.

Unit-I


Unit-II


Unit-III

Payment of Wages Act, 1936
Minimum Wage Act, 1948
Payment of Bonus Act, 1965

Unit-IV

Factories Act, 1948
Mines Act, 1952
Banded Labour System (Abolition) Act, 1976
Child Labour (Prohibition and Regulation) Act, 1986

Books Recommended:

1. O.P. Malhotra : The Law of Industrial Disputes
2. S.C. Srivastva : Industrial Relations and Labour Laws
3. S. N. Misra : Labour and Industrial Law
Mbe. 519: NEGOTIATING SKILLS & PARTICIPATIVE DECISION MAKING

Objective: The Objective of the courses will be to acquaint the participants with the significance of enhancing negotiating skills in collective bargaining and appraise them of participative decision making so that they could adjust the conflicting interests and promotion of common interest of workers and management. The course is with particular reference to India.

Unit-I

Definition of collective bargaining and related terms, approaches to collective bargaining, the issue in bargaining, the process of negotiation. Experimental approaches to the study of negotiation groups intergroup relation and bargaining behaviour. The process of bid and counter bid. The analysis of states in real life of negotiation. Preparation for negotiation, procedure and tactics. The nature of collective agreements. The bargaining and factors, forces and trends; The break down of Collective bargaining. Collective in India, U.S.A., U.K., Japan and South Asian Countries, Collective bargaining exercises.

Unit-II

Workers Participation in decision making. The philosophical basic; the concept, scope, significance and pre-requisites, levels of participation, participation and productivity. Forms of workers participation Workers suggestions scheme, joint consultation, quality, circles-co-determination, self management and labour directors. Kibbuzim and Kolkhoz, Workers participation in management in India problems and prospects.
Book Recommended:

2. B.K. Tandon : Contemporary Bargaining and the Indian Scene
3. Allan Flanders, Ed : Collective Bargaining
5. John, T. Dunlop and Neil N. Chamberlain etc. : Frontiers of Collective Bargaining
6. Paul Blunberg : Industrial Democracy
7. Eric Rhenman : Industrial Democracy and Industrial Management
8. Thakur C.P. and Senti, K.C. : Industrial Democracy Some Issues and Experience
11. P. Derrick and J. F. Phipps : Co-ownership, Co-operation and Control

Group : C

Mbe. 520: FINANCIAL ENGINEERING

Objective: This course aims at enabling the students to understand and analysis financial problems and developing their skills for the solution of these problems with the help of innovative financial process, instruments and strategic.
Unit-I
Introduction of financial engineering, factors contributing to the growth of financial engineering, Knowledge base and skills required for financial engineering.

Unit-II

Unit-III
Physical tools of the financial manager, product development, futures, forwards, swaps and options, Debt market innovations, Equity and Equity related instruments.

Unit-IV
Financial engineering processes and strategies, asset liability management, hedging and related risk management techniques, corporate restricting, leveraged buyouts, tax driven deals, takeovers, synthetic instruments.

Unit-V
Future directions in financial engineering. Effect of globalization and technology on financial engineering, Legal aspects of innovative financial product.

References :
Mbe. 521: MANAGEMENT CONTROL SYSTEM (M. C. S.)

Objective: To develop the abilities of the students to design and evaluate M. C. S.

Unit-I

Nature and scope of M. C. S. – Basic Concepts, Boundaries of Management Control.


Unit-II

Management Control Structure – Responsibility Centers, Revenue Centers, Expense Centres, Administrative and Support Centers, Research and Development Centers, Marketing Centers, Profit Centers.

Transfer Pricing – Objectives, Methods, pricing corporate services, Administration of transfer prices.


Unit-III

Strategic Planning – Nature Analysing proposed, New Programs, Analysing on going Programme. The strategic planning process.

Budget Preparation - Nature, Other Budgets, Budget Preparation Process

Behavioural Aspects, Quantitative Techniques.
Unit-IV

Analyzing Financial Performance – Variance Analysis.
Performance Measurement – Information used in control system
Performance Measurement, The Techniques, Interactive Control
Management Compensation – Characteristics of Incentive Compensation Plans, Stock Option, Phantom Shares, Performance Shares, Performance Criteria and Agency theory.

UNIT -V

Variation in management control – revolution in management control, emerging management, system.

Implication on management Accounting, positioning of management Accounting controls for differentiated strategies – corporate strategy, business unit strategy, too management style.

Modern Control Methods – just – in – time (LIT), total quality management computer integrated manufacturing, decision support systems.

Service Organizations and Financial Service Organizations and MCS Multinational Organisation and MCS.

M.C. of Projects.

References:

1. Usry and Hammer : Cost Accounting : Planning and Control
2. Morse and Roth : Cost Accounting : Processing, Evaluating and Using Cost Data
3. Robert N. Antony : Management Control System
STRATEGIC FINANCIAL MANAGEMENT

MBA (EXECUTIVE) 4TH SEMESTER (MBE 522)

Mbe. 522 : STRATEGIC FINANCIAL MANAGEMENT

Course Objective : The level of sophistication required from finance managers has increased significantly since the 1980s. Finance managers have come to understand that they can contribute to the enhancement of firms value and reduction of risk. Our understanding of financial markets has increased and a successful finance manager must know how to listen to the markets and take advantage of opportunities in the financial markets. Keeping these things in mind, this course seeks to integrate corporate financial decisions, corporate strategy and financial markets.

Unit-I


Agency Costs and theory of the firm, Corporate Governance, Exit and the failure of internal control systems.


Unit-II

The search for optional capital structure, Debt covenants and their Implications, Designing Convertibles, Mandatory Convertibles, Warrants and their valuation, Determinates of corporate Leverage and dividend Policies
Stock Buyback Decisions: Management motivations for share buyback and firm value.

Short Term Financing: Linear Programming Approach (Pogue and Bussard Approach) to Short Term Financing.

Differences in financing of venture, firm, mature, companies in high growth stage, Deal structuring and pricing, Firms in financing difficulty: information problems, conflicts of interest and asset stripping, IPO’s and their under pricing.

Unit-III

Role of cost of capital in linking asset and liability sides of business, Consistent valuation and cost of capital expressions with corporate and personnel taxes, Differences between discount rate for all equity financed project and Adjusted Discount Rate.

Unit-IV

Valuation: Valuating Value, Value Based management, putting strategy into shareholder Value Analysis, Free Cash Flows to the Firm, Free Cash Flows to Equity

APV as a tool for valuation Operations, Relatives Approach to Valuation, Capitalised Earnings Method of Valuation, Valuation of Intangible Assets, Brands, Cyclical Firms, Firms in Distress and Private Firms, Values Matrices.

Unit-V

Option Valuation: Risk Neutral, Replication and Bionomial and Black – Scholes approaches to option Valuation.

Project as Real Options, Strategy as a portfolio of real options, Identification and Valuation of Real Options.

Mergers and Acquisitions, Value Creation through mergers and Acquisition, Accounting for Mergers and Acquisitions, Leveraged Buyouts, Demergers and Revenue Mergers, Restructuring and Divestitures, Hostile Takeovers, Defence against takeovers, Slump Sale, Legal Accounting and Other Issues in M & A.
Texts:


GROUP : D

Mbe. 523: TOTAL QUALITY MANAGEMENT

Objectives: The paper aims at making students appreciate the impact of total quality and imparting suffering knowledge of the techniques of quality management.

Unit-I
Introduction to TOM and ISO9000, Total Quality Control, Costumer Focus and Total Waste Elimination (TVE), Quality Assurance

Unit-II
Quality of design and Development, Inspection and Measurement Workforce Teams. Beach Marketing, TQM for Sales Marketing Management.

Unit-III
Business Process Reengineering and Information Technology, Quality Control SOC/SPC, Technology and Product Quality, Quality of After Sales Services Technology and Product Quality
Unit-IV

Organizational for Quality, Reliability as quality characteristics, Quality Leadership, Quality Linked Productivity, Total Quality, Culture and Environment, Cost of Quality

Unit-V


References

1. TOM and ISO 14000 : K. C. Arora
2. Total Quality Control : Armand V. Feigenbaum
3. Total Quality Management : Josheph A Partick, Diana S.
4. Total Quality Management Text, Cases and Reading : Joel E. Ross
5. Total Quality Management Essentials : Sarv Singh Soin

Mbe. 524 : TECHNOLOGY MANAGEMENT

Objectives : The paper aims to making students appreciate the importance of total quality and imparting sufficient knowledge of the techniques of quality management.

Unit-I


Unit-II

Technology Forecast, Classification, Forecast Methods, Pitfalls in Technology Forecast, Technology Strategies and Development. Technology Transfer Models, Dimensions, Package,
Routers of Transfers Pricing and Agreements and code of conduct of transfer.

Unit-III

Unit-IV

Unit-V

References
2. Bowonder B and Miyake T. : Technological Forecasting, Methodologies and Case Studies
Mbe. 525:  ADVANCED PRODUCTION MANAGEMENT

Objective: The Objective of the course is to acquaint with the application of operation and material management to business and industry and help them to grasp the significance to analytical approach to decision making.

Unit-I

Overview, Facility location decision and models of location decisions. Design for product and process layout, Cellular Layouts.

Unit-II


Unit-III

Production Planning, Aggregate Planning, Scheduling Techniques, Job design and Time, Motion Study, Maintain Management and Total Productivity Management.

Unit-IV

Static and Dynamic Inventory Models, Coordinated Replenishment Policy, Work in Process, Inventory, Coverage analysis E.R.P. Models and Benefits.

Unit-V

Source selection, Price determination, Learning curve make/buy decision capital equipment purchasing and replacement and replacement, Value analysis/Engineering.

References


7. Dean S. Ammer : Materials Management


9. TOM and ISO 14000 : K.C. Arora

10. Total Quality Control : Armand V. Feigenbaum

11. Total Quality Management : Joseph A. Patrick, Diana S. Furr
Mbe. 526 : MANAGEMENT INFORMATION SYSTEM

Objective : The course is designed to develop skills in identifying and analyzing information needs for managerial decision making. The course aims at harnessing information technology in various functional areas so as to equip in developing prototype systems.

Unit-I

Introduction to information systems.
Information systems for competitive advantage
Systems approach to problem solving
Developing, information system solutions
Management of Information as a resource

Unit-II

Technical aspects of Information systems
Managerial overview of telecommunications and database management
Transaction processing and reporting systems
Decision support systems

Unit-III

Project Planning for M.I.S.
System Analysis and Design
Implementation, evaluation and maintenance of M.I.S
Difficulties encountered in M.I.S. Development

Unit-IV

Data Flow Diagrams
Data Dictionaries
Mbe. 527 : SMALL BUSINESS MANAGEMENT

Objective : The course aims at acquainting the students with the nature, significance and problems of small business with reference of India.

Unit-I

– Small business : Concept and Definition
– Nature and characteristics
– Relationship between small and large business
– Scope and types of small business
– Rationale and objectives of small business
– Role of small business in modern Indian economy
– Organisational structure and ownership pattern of small scale business
– Growth of small business in India
– Small entrepreneur in International business
– Problems of small business
- Industrial sickness in S.S.I. Causes, Consequences and remedial measures.

Unit-II

– Establishing small scale enterprises
– Scanning of opportunities. Choice of enterprise
– Market assessment for S.S. E. –How question of opportunities identification
– Choice of Technology and selection of site – How question of Market entry financing the new and small enterprise.

– Preparation of the Business Plan.
– Operation the small scale enterprises
– Financial Management Issue in S.S. E.
– Operation Management Issue in S.S. E.
– Marketing Management Issue in S.S. E.
– Organisational Relation in S.S.E.
– Performance appraisal and growth strategies
– Management Performance Assessment and Control.
– Strategies for stabilization and growth

Reference

1 Petroj : Small Business Management

2 D. Anderson : Small Industry in developing countries


Mbe. 528 : MANAGEMENT OF ENVIRONMENT

Objective: The objective of this course is to acquaint the students with the world of environment. This subject will teach students as to what are the impacts and aspects of each business activity in environmental terms and how businessmen are responsible towards environment.

Unit-I


Unit-II


Unit-III

GATT/WTO Provisions, Environmental Laws; Acts, Patents, IPRS, Role of NGO’s PIL; Pollution & Waste Management – Air, Water, Land Pollution, Trade in? Wastes; Water, Forest & Biodiversity Management: Water Resources, Dams and their role; Forest products and trade. Role of Biodiversity in International Trade; Approaches to Corporate Ethics; Bio-ethics.

Suggested Readings


Mbe. 529 : INTERNATIONAL BUSINESS

Objectives: The objective of this course is to highlight the International environment including relationships between business, government, economics groupings and the consumer. The course will also highlight the problems encountered and issues raised in managing overseas business.

Unit-I

The concept of international business, multinational enterprise and trade theories effects of trade and trade barriers on exporting and importing firms; Geopolitical and economic environment for international business; conceptual; framework for international operations of a firm; forms of international business activity. Regulation of international business – home country, host country and MNE response to regulations. Technology transfer and code of conduct for MNE’s developed and developing nations.

Unit-II

Managing an international business firm – Environment variables, country specific advantages and Entry Method. Ethno centric, poly centric, geocentric and region centric MNE’s Relevance between strategy and structure in the MNE. Relevance and integration of key functional areas of the MNE – marketing, finance, production and personnel.
Book Recommended

1. Anant R. Negandhi : International Management
2. Christopher M. Korth : International Business
4. John Fayerweather : International Business Management
5. Beyond Vernon : Manager in the International Economy
6. B.J. Kolde : International Business Enterprise
7. John Martinussan : Transnational Corporations in a Developing Economy

Mbe. 530 : MANAGEMENT OF RURAL DEVELOPMENT

Objectives:
1. To familiarize the students the role that they can play in rural development.
2. To familiarize the students with the conceptual and analytical background of Rural Development.
3. To acquaint students with the societal necessity for Rural Development.

Topics

Unit-I

Rural Development, Historical Perspective Panchayati Raj, Model College, Area Development, Inter Area Development, Rural Poverty deviation programmes, Integrated Rural Development various Rural Development Scheme.

Unit-II

Unit-III
Marketing – Agricultural produce, Developing Goofs and home based industry, Rural industrialization and its effects, Cooperative Marketing Structures.

Unit-IV
An evaluation of rural Development, Strategies, Quality of life. How can be improved, Developing rural entrepreneurs, Mass Mobilisation & awakening techniques, Media & its role in developing leadership grass root democracy.

Book Recommended
1. Arora R.S. : Rural Development in India
2. A.R. Desai : Rural Development
3. A.K. Srivastava : Rural Development
4. Netra Pal Jain : Rural Reconstruction India & China
5. Rural Development Digest N.I.C.D. Hyderabad (Quarterly)
6. Yogna
7. Agricultural Situation in India (Monthly)

Mbe. 531 : MARKETING OF SERVICES
Objective : To develop the skill of marketing of services, to understand the importance and role of services at the total marketing concept and to have an understanding about the conceptual issues in services marketing.

Unit-I
Marketing of Tourism, Travel and Transport Services
   Tourism Marketing
   Hotel Marketing
   Airlines Services Marketing
   Travel Services Marketing
Freight Transportation Services Marketing

Marketing of Financial Services
   Bank Marketing
   Housing and Financial Intermediation
   Mutual Fund Marketing

Marketing of Communication and Information Services
   Telecom Services Marketing (Telephone, Paging, D, Cellular, Fax and Others)
   Computer Network Services including Internet
   Courier and Speed post Marketing Services

Unit-II

Marketing of Media Services
   Newspaper Marketing
   Broadcasting Services Marketing

Marketing Professional Services
   Hospital Services
   Consultancy Services
   Information Technology (I.T.) Marketing
   Advertising Services Marketing
   Marketing Research Marketing Services

Marketing of Education and Training Services
   Education Marketing Services
   Training Services Marketing

Reference

1  B.M. ha : Services Marketing
2  Ravi Shanker : Services Marketing
SIXTH SEMESTER

M.B.E. 532 : STRATEGIC MANAGEMENT

Objectives : The objective of this course on corporate strategy is to develop in the students an ability to analyse the strategic situation facing the organization, to access the strategic options available to the organization and to implement the strategic choices made by it. Extensive use of a variety of case studies will help in meeting the objectives of this course.

Era semester paper : The paper will be of four hours and will carry 50 marks. Section A will be of 20 marks consisting of five question. 2 questions will be set from each unit. The students are required to answers two question selecting one from each unit. Section B will be of 30 marks consisting of a compulsory case.

Unit-I

Introduction to corporate strategy

An overview of formulation and implementation of strategy (including various models of strategy formation and implementation).

Mission including various approaches to business model.

Environmental analysis (including various tools of analysis).

Corporate resources and core competencies.

Personal goals and aspirations of top management

Social responsibility and corporate governance

Corporate strategy (including diversification and vertical integration).

Execution of corporate strategy (Including strategic alliance and acquisitions).
Unit-II

Business level strategies (Including various typologies for BLS).

Functional level strategies.

Strategic alternatives (including models for development of strategic alternative).

Strategic and technology.

Evaluation of strategy.

Implementation of strategy.

Organisation structure and strategy.

References


ANY TWO OF THE FOLLOWING:

Mbe. 533 (a) Money and Capital Market

The course aims at an analytical study of the composition, nature and functioning of the money and capital markets at London (U.K.) and New York (USA) and in India in general and investment management in particular.

Unit-I

Functions of money and capital markets – money organizations- economic forces at work in money and capital markets; the money markets – compositions institution and operations of the sub-markets. The capital markets-composition, Institutions and operations.

Unit-II

Central banks and the money market- a study of the Federal reserve system bank of England and Reserve bank of India vis- a vis their role in regulating the operations of money market and their monetary policy; the State and the Financial markets; the dynamics of money and capital markets. New Issue market roll of SEBI in thee capital markets.

Unit-III

Basic concepts and issues of investment management. Source of investment information. Criteria
for selection of Securities from debentures, preference shares equity shares Govt. and Municipal bonds and securities of foreign companies, assessment of new issues; Transactions and Mechanics of stock Exchanges. Political risks of investment, effect of monetary and fiscal of Government on prices of shares.

Book Recommended

1. Plum & Humahry : Investment Analysis and Management
2. William, Charpe : Portfolio Theory and Capital Markets
3. Sauvian Harry : Investment Management
4. R.I. Robinson : Money and Capitals Market
5. J.S.G. Lilson : Monetary Policy and the Development of Money Market
7. Reimann H.E Wiggles Worth : The challenge of international finance
8. Radcliffe Report : Committee on working of the Monetary Systems
10. Nadoor & Nadler : International Money Markets

Mbe. 533 (b) PROJECT MANAGEMENT

Objective: The course aims at training the students to feasibility study of industrial projects, apprise the projects from private commercial as well as social angles and prepare detailed project reports. It also orients the students with the network analysis for project planning and implementation.
Unit-I

Private Commercial criteria for project choice, Project cycle, Feasibility, Marketing Feasibility, Financial feasibility.

Unit-II

Brief outline of social cost benefit analysis; rationale, UNIDO and Little Mirrlees approaches, UNIDO-IDCAS Manual, Shadow prices and conversion factors, Applications in India.

Unit-III

Planning and Scheduling Networks, Critical Path, PERT Model, CPM Model, PERT/ COST, Resource leveling and allocation.

Book Recommended

4. IMD little and J.A. Mirrlees : Project Appraisal and Planning in Developing Countries.
5. Prasanna Chandra : Projects ; Preparation, Appraisal Budgeting and Control.

Mbe. 533 (c) MANAGEMENT OF CHANGE

Objective : The change in organization has way of life. The dynamic environments are not letting the organizations maintain quo for a short span even. Unplanned change can be harmful for the success of any organization. The objective this course is to help student learn how to bring about planned change to meet changing environment.
Unit-I


Unit-II

Understanding corporate outline-roots of culture, Non adoptive cultures. Preparing the organization for change.

Unit-III

Holistic Approaches. TQV & Business Process Re-engineering. The learning organization.

Unit-IV


References

1. Philip Sadler : Managing Charge
2. Toffler Alvia : The Adoptive Corporative
5. Kotler J. P and Hekett J.L. : Corporate Culture and Performance
6. Sachetn Edgen : Organizational Cultural & Leadership
7. Malhotra Meenakshi : Organizational Development & Change

Mbe. 533 (d) LOGISTICS MANAGEMENT

Objective : This course will deal with the corporate physical distribution activities, as an integrated system.

The various components of this system would be considered with the help of analytical and quantitative techniques
Unit-I

Logistics concept and Marketing, Physical distribution definition-integrated systems concept, activity, centers. Integration between marketing elements and distribution. Concept of customer service.

Unit-II

Transportation and Physical distribution- Elements of a transport system: special transport, pros and cons of

Arious routing system, non-transportation costs. Some aspects of transportation administration and transportation costing in relation to the marketing function.

Transportation rates and pricing Inter-State tariffs.

Documentation and carrier liability.

Unit-III

Inventory Control- Economic order quantity under conditions of certainty and uncertainty. Inventory re-quirement as function of the number of stock locations. Distribution warehousing-the modern concept Basic considerations for location and location strategy. Location techniques. Planning and distribution were house, material handling. Utility of company warehouse versus public warehouse.

Unit-IV

Order processing- Importance to customer service, a model for performance measurement.

Packaging-Cost involved, new ideas in package, package testing. Aspect of International distribution. Distribution management, organization and control; operational planning; physical distribution information centers. Organizational set up.
Mbe. 533 (e) INTERNATIONAL MARKETING

Objectives: The objective of the course is to acquaint the students with the entire range of concepts fundamentals and practicalities of International Marketing with particular emphasis on export marketing.

Unit-I

Meaning and Scope of International Marketing, International marketing tasks, Reasons for entering export markets.

Unit-II

International Economics Environment – Regional Economics Cooperation World Trade Trends Tariffs as non-tariff restrictions.

Unit-III

The selection of export markets, planning of export marketing, strategy- product, pricing, promotion and distribution channels. Preparation of Export Marketing Plan.
Unit-IV

Indian export and import policy. Export promotions organizations. Export incentives. The procedures are practices in the context of processing of an export order – producing for exports. Export quality Control Export finance, Shipment and produces thereof; Export document; processing of and export order.

References

1. Miracle and Albaum : International Marketing Management
2. John Fayeweather : Management of International Operations
3. Martin T. Sliper : Accessing Export Potential
4. R. Vernon : Manager in the International Economy
5. G.S. Lall : Finance of Foreign Trade and Foreign Exchange
7. RAthore B.S : Export Marketing
8. S.C. Jain : Export Procedures and Documents

Mbe. 533 (f) COMPENSATION MANAGEMENT

Objective : The objective of this course is to orient the students towards the system of Corporation Management extensive use of cases shall be made.

Unit-I

Unit-II

Compensation Surveys
Meaning and Objectives of job evaluation
How to go about job evaluation
Methods of job evaluation. Problems of evaluation case.
Pay Delivery Systems
Linking Compensation with objectives of organization
Pay and performance issues
Fringe Benefits: Socio-economic and Psychological rationale of fringe benefits.
Communication and administration of fringe benefits

Executive compensation, Significance and recent trends in executive compensations : Employee Stocks Options

Compensation : Budgeting and Compensation systems in U.S.A. and Japan.

Suggested Readings

1. Michael Armstrong : Principles and Practice of Salary Administration
3. Milton L. Rock (Ed.) : Handbook of Wage and Salary Administration
4. Angela M. Bowey (Ed.) : Handbook of Salary and Wage Systems
5. Elizabeth Lanhansnnam : Administration of Wage and Salaries
6. I.L.O : Job Evaluation
7. N.P.C. : Job Evaluation – Sharing Gains from Productivity
8. Rebert E. Sibson : Compensation
9. Gary Bery : Managing Compensation

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