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

FACULTY OF
BUSINESS MANAGEMENT & COMMERCE

SYLLABI

FOR

Master of Business Administration (M.B.A.)
(Semester System)
Examinations, 2011-2012

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SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION FOR THE EXAMINATION OF 2011-2012

Note:
1. Examination in each subject will be of 3 hours duration except Strategic Management (MBA 7201).
2. The duration of Strategic Management (MBA 7201) 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 MBA 7201: 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

FIRST SEMESTER

<table>
<thead>
<tr>
<th>Subject Code</th>
<th>Paper Title</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA 6101</td>
<td>BUSINESS ECONOMICS</td>
<td>100</td>
</tr>
<tr>
<td>MBA 6102</td>
<td>BUSINESS STATISTICS</td>
<td>100</td>
</tr>
<tr>
<td>MBA 6103</td>
<td>MANAGEMENT ACCOUNTING</td>
<td>100</td>
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<tr>
<td>MBA 6104</td>
<td>ORGANISATIONAL BEHAVIOUR</td>
<td>100</td>
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<tr>
<td>MBA 6105</td>
<td>MARKETING MANAGEMENT</td>
<td>100</td>
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<tr>
<td>MBA 6106</td>
<td>WORKSHOP ON BUSINESS COMPUTING</td>
<td>50</td>
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<tr>
<td>MBA 6107</td>
<td>WORKSHOP ON BUSINESS COMMUNICATION</td>
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SECOND SEMESTER

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<tr>
<th>Subject Code</th>
<th>Paper Title</th>
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<tbody>
<tr>
<td>MBA 6201</td>
<td>BUSINESS ENVIRONMENT</td>
<td>100</td>
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<tr>
<td>MBA 6202</td>
<td>HUMAN RESOURCE MANAGEMENT</td>
<td>100</td>
</tr>
<tr>
<td>MBA 6203</td>
<td>OPERATIONS MANAGEMENT</td>
<td>100</td>
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<tr>
<td>MBA 6204</td>
<td>FINANCIAL MANAGEMENT</td>
<td>100</td>
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<tr>
<td>MBA 6205</td>
<td>LEGAL ASPECT OF BUSINESS</td>
<td>100</td>
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<tr>
<td>MBA 6206</td>
<td>WORKSHOP ON RESEARCH METHODOLOGY</td>
<td>100</td>
</tr>
<tr>
<td>MBA 6207</td>
<td>SUMMER TRAINING REPORT AND VIVA-VOCE*</td>
<td>100</td>
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<tr>
<td>MBA 6208</td>
<td>COMPREHENSIVE VIVA-VOCE**</td>
<td>100</td>
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<td><strong>Total:</strong></td>
<td><strong>800</strong></td>
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</table>

* At the end of the examination of 2nd Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3rd Semester.

** Comprehensive Viva-Voce of 2nd Semester would be based on papers taught in 1st and 2nd Semester.
Note:
1. Examination in each subject will be of 3 hours duration except Strategic Management (601).
2. The duration of Strategic Management (601) will be 4 hours.
3. Maximum marks for external/written examination is 50 marks and Internal Assessment is 50 marks.

Instructions to the Paper Setters: (Except for MBA 601: 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 FIVE UNITS: Set 10 questions in all. Two questions from each unit. The students are required to attempt five questions in all selecting 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.

THIRD SEMESTER

<table>
<thead>
<tr>
<th>Subject Code</th>
<th>Paper Title</th>
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<tr>
<td>MBA 601</td>
<td>1. STRATEGIC MANAGEMENT</td>
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<td>2. (a) ONE OF THE FOLLOWING GROUPS EACH WITH ANY FOUR PAPERS OUT OF THE PAPERS LISTED GROUP-WISE</td>
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<td>(b) TWO PAPERS FROM THE REMAINING GROUP</td>
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</table>

GROUP (A): MARKETING MANAGEMENT

MBA 602          i  ADVERTISING AND CONSUMER BEHAVIOUR
MBA 603          ii  SALES AND DISTRIBUTION MANAGEMENT
MBA 604          iii  MARKETING RESEARCH AND PRODUCT MANAGEMENT
MBA 605          iv  INDUSTRIAL AND RURAL MARKETING
MBA 606          v  MARKETING STRATEGIES AND MANAGEMENT

GROUP (B): PRODUCTION AND TECHNOLOGY MANAGEMENT

MBA 607          i  ADVANCED OPERATIONS RESEARCH
MBA 608          ii  TOTAL QUALITY MANAGEMENT
MBA 609          iii  TECHNOLOGY MANAGEMENT
MBA 610          iv  INFORMATION TECHNOLOGY FOR COMPETITIVE ADVANTAGE
MBA 611          v  ADVANCED PRODUCTION MANAGEMENT

GROUP (C): FINANCIAL MANAGEMENT

MBA 612          i  FINANCIAL ENGINEERING
MBA 613          ii  MANAGEMENT CONTROL SYSTEM
MBA 614          iii  STRATEGIC FINANCIAL MANAGEMENT
MBA 615          iv  STRATEGIC COST MANAGEMENT
MBA 616          v  PROJECT APPRAISAL AND FINANCE

GROUP (D): HUMAN RESOURCE MANAGEMENT

MBA 617          i  ORGANISATION DEVELOPMENT
MBA 618          ii  MANPOWER PLANNING AND PERFORMANCE APPRAISAL
MBA 619          iii  NEGOTIATING SKILLS AND PARTICIPATIVE DECISION MAKING
MBA 620          iv  TRAINING AND DEVELOPMENT
MBA 621          v  LABOUR LEGISLATION

GROUP (E): SMALL BUSINESS AND BUSINESS ECONOMICS

MBA 622          i  SMALL BUSINESS MANAGEMENT
MBA 623          ii  ENTREPRENEURIAL DEVELOPMENT
MBA 624          iii  GOVERNMENT BUSINESS INTERFACE
MBA 625          iv  INDUSTRIAL STRUCTURE, ORGANISATION AND POLICY-I
MBA 626          v  CORPORATE PLANNING-I

Total: 700
## MASTER OF BUSINESS ADMINISTRATION SYLLABUS

### FOURTH SEMESTER

<table>
<thead>
<tr>
<th>Title</th>
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<tbody>
<tr>
<td>MBA 627 1. RESEARCH PROJECT</td>
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<tr>
<td>MBA 627 2. (a) GROUP OFFERED IN THIRD SEMESTER WITH ANY THREE PAPERS OUT OF THE PAPERS LISTED GROUP-WISE</td>
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<tr>
<td>MBA 627 2. (b) TWO PAPERS FROM REMAINING GROUPS</td>
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<tr>
<td><strong>GROUP (A) : MARKETING MANAGEMENT</strong></td>
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<tr>
<td>MBA 628 i INTERNATIONAL MARKETING</td>
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<tr>
<td>MBA 629 ii MARKETING OF SERVICE</td>
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<tr>
<td>MBA 630 iii LOGISTICS MANAGEMENT</td>
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<td>MBA 631 iv E-MARKETING</td>
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<tr>
<td><strong>GROUP (B) : PRODUCTION AND TECHNOLOGY MANAGEMENT</strong></td>
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<tr>
<td>MBA 632 i COMPUTER AIDED DESIGN AND MANUFACTURING MANAGEMENT</td>
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<td>MBA 633 ii PRODUCTIVITY MANAGEMENT</td>
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<tr>
<td>MBA 634 iii BUSINESS PROCESS REENGINEERING</td>
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<tr>
<td>MBA 635 iv ENTERPRISE RESOURCE PLANNING</td>
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<td><strong>GROUP (C) : FINANCIAL MANAGEMENT</strong></td>
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<td>MBA 636 i MANAGEMENT OF FINANCIAL SERVICES</td>
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<td>MBA 637 ii INVESTMENT MANAGEMENT</td>
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<td>MBA 638 iii CORPORATE TAX PLANNING</td>
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<tr>
<td>MBA 639 iv FINANCIAL STATEMENT ANALYSIS</td>
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<td><strong>GROUP (D) : HUMAN RESOURCE MANAGEMENT</strong></td>
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<tr>
<td>MBA 640 i INDUSTRIAL RELATIONS AND LABOUR POLICY</td>
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<td>MBA 641 ii LABOUR ECONOMICS</td>
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<tr>
<td>MBA 642 iii INDUSTRIAL PSYCHOLOGY AND SOCIOLOGY</td>
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<tr>
<td>MBA 643 iv MANAGEMENT OF DISCIPLINE AND DISCIPLINARY PROCEEDINGS</td>
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<td><strong>GROUP (E) : SMALL BUSINESS AND BUSINESS ECONOMICS</strong></td>
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<tr>
<td>MBA 644 i SMALL BUSINESS ENVIRONMENT IN INDIA</td>
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<tr>
<td>MBA 645 ii CORPORATE PLANNING --II</td>
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<tr>
<td>MBA 646 iii ENTREPRENEURIAL DEVELOPMENT AND NEW ENTERPRISES MANAGEMENT</td>
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<tr>
<td>MBA 647 iv INDUSTRIAL STRUCTURE ORGANISATION AND POLICY-II</td>
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<td>MBA 648 VIVA VOCE</td>
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<td><strong>Total</strong></td>
<td><strong>700</strong></td>
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</table>

(iii)
M.B.A. 6101: 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.
M.B.A. 6102: 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.

References:

M.B.A. 6103 : 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:

M.B.A. 6104 : 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:

M.B.A. 6105 : MARKETING MANAGEMENT

Objective: The course aims at making participants understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm with a view to better understand and appreciate the complexities associated with the marketing function.

UNIT-I

Introduction to marketing: meaning, nature and scope of marketing, marketing philosophies, marketing management process, concept of marketing mix, market analysis: understanding marketing environment, consumer and organization buyer behaviour, market measurement and marketing research, market segmentation, targeting and positioning.

UNIT-II

Product planning and pricing: product concept, types of products, major product decisions, brand management, product life cycle, new product development process, pricing decisions, determinants of price, pricing process, policies and strategies.

UNIT-III

Promotion and distribution decisions: communication process, promotion tools: advertising, personal selling, publicity and sales promotion, distribution channel decisions – types and functions of intermediaries, selection and management of intermediaries.

UNIT-IV

Marketing organization and control: organizing for marketing, marketing implementation & control, ethics in marketing, emerging trends and issues in marketing: consumerism, rural marketing, societal marketing, direct and online marketing, green marketing, retail marketing, customer relation marketing.

References:

M.B.A. 6106 : WORKSHOP ON BUSINESS COMPUTING

Objective: The objectives of this paper are to develop skills in handling computer and use it as a strategic resource in management.

UNIT-I

Overview of computer applications in public services, business and industry; Microsoft word – mail merge, hyperlinks and bookmark; Microsoft excel – mathematical calculation, sorting, filtering, pivoting, chart, macro, using financial accounting and statistical formulae; introduction to database and operational level of any one corporate database viz. prowess

UNIT-II

Network: services and its classification; knowledge management using internet; search engines, techniques to use search engine effectively; use of on-line databases (RBI/world bank/IMF etc.) in terms of data extraction and report generation; html – basic html tags, web page designing using any software; application of computers in project management: features, capabilities & limitations of project management software (with reference to popular software viz. ms – project)

References:

7. Taxali, R., PC Software Made Simple, Tata Mcgraw Hill.
M.B.A. 6107 : 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 :

6. Raymond, L. and Flately, M., Basic Communication: Skills for Empowering the Internet Generation, Tata McGraw Hill.

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M.B.A. 6201: 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:

1. Adhikari, A., Economic Environment of Business, Sultan Chand & Sons
M.B.A. 6202: HUMAN RESOURCE MANAGEMENT

Objective: The course is designed to give an understanding of the various aspects of the management of human resources, their interaction in the execution of managerial functions and facilitating learning of various concepts and skills required for utilization and development of these resources for organizational functions.

UNIT-I

Human resource management: functions, scope and models, HRM environment and environmental scanning, human resource planning, job analysis and job designing, recruitment, selection, induction and placement, training and development, job evaluation.

UNIT-II

Managing performance, potential management, fringe benefits and incentives: compensation management, promotion, demotion, transfer, separation and right sizing.

UNIT-III

Team management, empowerment management, creativity and decision making management, organisational learning and knowledge management, culture management, change management, managing ethical issues in human resource management, HRD audit.

UNIT-IV

E-HRM/HRIS; measuring intellectual capital, impact of HRM practices on organizational performance, implications for HRD, contemporary issues in human resource management, global HR practices.

References:
5. Gomez-Mejia, L., Managing Human Resources, Pearson Education.
M.B.A. 6203 : 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 trees.

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:

M.B.A. 6204 : FINANCIAL MANAGEMENT

Objective : To provide an understanding of the function, the roles, the goals and the processes of corporate financial management, covering the sourcing of finances and their issues in investment and operations

UNIT-I

Introduction: concept of finance, scope and objectives of finance, profit maximization vs. wealth maximization, functions of finance manager in modern age, financial decision areas, time value of money, risk and return analysis: CAPM, shareholders value creation, traditional and modern measures of financial performance: ROI, earning price ratio, SBA, EBA and MBA.

UNIT-II

Financing decision: long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as sources of long-term finance; concept and approaches of capital structure decision: NI, NOI, traditional and Modigliani miller approach, cost of capital: cost of equity, preference shares, debentures and retained earnings, weighted average cost of capital and implications.

UNIT-III

Leverage analysis: financial, operating and combined leverage along with implications, EBIT-EPS analysis & indifference points, investment decision: appraisal of project; concept, process & techniques of capital budgeting and its applications, risk and uncertainty in capital budgeting.

UNIT-IV

Dividend decision: concept of retained earnings and ploughing back of profits, relevance and irrelevance theories of dividend decision: Walter’s model, Gordon’s model and Modigliani miller model, factors affecting dividend decision, overview of working capital decision: concept, components, factors affecting working capital requirement, working capital management: management of cash, inventory and receivables, introduction to working capital financing.

References :

1. Damodaran, A., Corporate Finance –Theory & Practice, John Wiley and Sons, Inc.
M.B.A. 6205 : LEGAL ASPECTS OF BUSINESS

Objective: The objective of this course is to introduce the students with different legal aspects of business.

UNIT-I

Corporate personality, features of company, registration and incorporation, memorandum of association, articles of association, prospectus, shares, shareholders and members, limited liability partnership.

UNIT-II

Management of companies, directors, their appointment, duties, liabilities and powers, meetings of a company, borrowing power of the company, changes and their registration, prevention of oppression and mismanagement, winding up of a company, compulsory winding up and voluntary winding up.

UNIT-III

Objectives of foreign exchange management act, provisions of FEMA dealing with regulation and management of foreign exchange, economic offences and penalties, intellectual property rights, objectives of SEBI, provisions of SEBI act dealing with takeover and substantial acquisition of shares, buyback of shares and investor protection.

UNIT-IV


References:

M.B.A. 6206 : WORKSHOP ON RESEARCH METHODOLOGY

Objective : To develop understanding of business research methodology from a user’s perspective and a researcher’s perspective. The practical aspects of research methodology will be emphasized. This will help prepare students for their summer training in which students are usually assigned projects that involve use of research methodology.

UNIT-I

Introduction to research in business, the research process, the research proposal, research design: classifications of research designs, exploratory research design, descriptive research design, causal research design.

UNIT-II

Use of secondary data in research, observation studies, surveys, measurement, measurement scales, designing questionnaires and schedules.

UNIT-III

Sampling including determination of sample size, data collection and preparation, data entry hypothesis testing including one sample tests and two- Independent sample tests, report writing.

UNIT-IV

Techniques of multivariate analysis, analysis of variance (one way only), discriminate analysis (direct method only), factor analysis, cluster analysis, multidimensional scaling, conjoint analysis.

References :
MASTER OF BUSINESS ADMINISTRATION SYLLABUS

SEMESTER-III

M.B.A. 601 : STRATEGIC MANAGEMENT

Objective :
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.

End semester paper: The paper will be of four hours and will carry 50 marks. Section A will be of 20 marks consisting of five questions. 2 questions will be set from each unit. The students are required to answer two questions 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 formulation 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).
Strategy and technology.
Evaluation of strategy.
Implementation of strategy.
Organization structure and strategy.
References:

M.B.A. 602: ADVERTISING AND CONSUMER BEHAVIOUR

Objective:
The objective of this course is to help students understand the various factors affecting 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 highlighting the advertising Scenario in India.

UNIT–I
ADVERTISING

Advertising: As an element in Marketing mix, its role and importance. Advertising as a means of communication, feeling response to advertising. Setting advertising objectives and contribution of DAGMAR 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 groups and family reference, life style research and marketing strategy.

UNIT–IV


Books Recommended :

8. Holleway, Mattelshaedit and Venkatesan : Consumer Behaviour
M.B.A. 603 : SALES AND DISTRIBUTION MANAGEMENT

Objective:
The objective of this course is to acquaint the students with the fundamentals of sales management. 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 quotas.

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:

5. Benson P. Shapdiro : Sales Programme Management
M.B.A. 604 : MARKETING RESEARCH AND PRODUCT MANAGEMENT

Objective :
The course is intended to help students planning to become marketing executives 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.


UNIT-II

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

Product development–processes and challenges, commercializing innovative technology, Project management and project manager in new product development, introduction of a new product.

Product line planning, product portfolio planning.

Marketing strategy in the following type of markets – rapidly growing, value and satierated.

Product recall, product relaunch.

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

Customer satisfaction, marketing and the world wide web, legal restrictions in marketing management.
References:

1. Agrawal, S. : Marketing Research.
2. Boyd, Westfall and Stasch : Marketing Research.
M.B.A. 605: INDUSTRIAL AND RURAL MARKETING

Objective:
With the advent of economic growth, marketing function is becoming increasingly important and specialized in India. The objective of this course is to apprise the participants with two such specialized areas viz. Industrial and Rural.

UNIT-I
Role of Industrial Marketing, Comparison with consumer marketing, environmental factors, purchasing and industrial marketing, Production Planning, Industrial Marketing research. Pricing, Physical distribution, Marketing Channels. Advertising and other promotion aspects, Industrial sales from special problems in Industrial marketing, organizing and control.

UNIT-II
Rural community in India, cultural, sociological and demographic characteristics, Profile of Rural markets, Marketing of Consumer goods in Rural areas. Problems and prospects, Rural Marketing Strategies.

Problems in marketing of agricultural inputs in rural India – Chemical fertilizers, certified seeds and agricultural equipments, Tractors, engines, pumping sets etc. Marketing of agricultural product cooperative marketing.

References:
4. Risley : Modern Industrial Marketing.
MASTER OF BUSINESS ADMINISTRATION SYLLABUS

M.B.A. 606 : MARKETING STRATEGIES AND MANAGEMENT

Objective :

The objective of this course is to highlight the importance of Strategic Marketing in a Competitive World. The Competitive Marketing Strategies are also highlighted.

UNIT-I  MARKETING STRATEGY
Marketing of strategic management, strategic market planning, portfolio analysis.

UNIT-II  COMPETITIVE MARKET ANALYSIS
Industry analysis; Assessment of corporate capabilities; Customer analysis; Computer analysis; Strategic alliances and network.

UNIT-III  IDENTIFYING CURRENT AND FUTURE COMPETITIVE POSITIONS
Sequention and positioning principles. Segmentation and positioning research forecasting.

UNIT-IV  COMPETITIVE POSITIONING STRATEGIES
Selecting market targets, Building and maintaining defensible position; Affensive and defensive competitive strategies; Competing through superior service and customer relations, competing through innovation and new product development; implementation through internal marketing.

UNIT-V  MARKETING STRATEGIES FOR NEXT MILLENNIUM

Text :
Marketing strategy and competitive positioning Graham J. Hooley, John A Saunders Nigel F Pierey, Prentice Hill.

References :

2. Ramaswamy and Namakumari : Strategic Planning Formulation of Corporate Strategy.
M.B.A. 607 : ADVANCED OPERATIONS RESEARCH

Objective :
The objective of the course is to acquaint the students with the application of Operations Research to business and industry and help them to grasp the significance to analytical approach to decision making.

UNIT-I


UNIT-II

Quadratic Programming, Integer Programming, Branch and Bound Truncated Enumeration Method, Goal Programming, Non-Linear Programming.

UNIT-III

Replacement Problem, Group Replacement, Dynamic Programming, Shortest Path Algorithm, Network Flow Algorithm.

UNIT-IV

Games Theory Dominance Graphical Methods 2 × 2 games. Linear Programming Method, Sequencing.

UNIT-V

Queuing Theory Single Server, Multiple Server, Simulation Monte Carlo Simulation to Business Salvation.

References :
M.B.A. 608: TOTAL QUALITY MANAGEMENT (TQM)

Objective:
The course is designed for graduates from any discipline who wish to acquire a professional, theoretical and practical understanding of the increasingly important area of Total Quality Management (TQM) excellence.

The program aims to develop:
(a) A sound understanding of how the application of TQM assists the pursuit of business excellence.
(b) Skills in management approaches, in human dimensions of quality and in the tools and techniques applicable to TQM and business excellence.
(c) TQM strategies for the achievement of excellence in organizations in the private and public sectors.

UNIT-I

Introduction to TQM: History, Aims, Objectives, Benefits, Gurus and their principles, TQM process and phases of a typical implementation of TQM.
Reasons for use of TQM, proven examples and benefits, methods to assist the progress of TQM.

Introduction to Tools and Techniques: Brainstorming, Affinity Diagram, Benchmarking, Fishbone Diagram, Check Sheet, Flow Chart, Line Graph, Run Chart, Histogram, Pareto Diagram, FMEA, Scatter Diagram, Control Chart, QFD, Tree Diagram, Force Field Analysis, Seven Ws/is/is-not questions, Why-Why diagrams.

Total Quality Control, Quality Assurance: Practices and Techniques, TQM and Management: New Management challenges, trends and contribution of TQM.

UNIT-II

Customer Focus: Defining external and internal customers, steps in customer analysis, methods of getting customer inputs, methods of measuring customer satisfaction.

Continuous Improvement Process: What is continuous improvement, the importance of continuous improvement, and principles of continuous improvement, processes, how to manage processes, role of TQM’s control and improvement process.

Designing for Quality: Opportunities for improvement in product design, early warning, concept and design assurance, designing for basic functional requirements, reliability, availability, safety, manufacturability, cost and product performance.

Workforce Teams: Team work for quality, types of teams and tasks involved, characteristics of successful and unsuccessful teams, barriers to team work.

Benchmarking: Definition, importance and benefits, types, basic steps, pitfalls.

JIT: Definitions, benefits, JIT cause and effects, JIT implementation in manufacturing.
UNIT-III

TQM for Marketing Function: Quality in marketing and sales, Factors for excellence.

BPR and IT: Business Process Management.

Quality Control SQC/SPC: Statistical Process Control.

Change Management.

Technology and Product Quality:

Quality of After Sales Services: Quality measurement in customer service.

UNIT-IV

Organization for Quality: Quality Circles, Self managing teams, Quality Director, Reliability of Quality Characteristics.

Quality Leadership: Developing a quality culture, Technology and Culture, Motivation Quality Linked Productivity.

Total Employee Involvement: Awareness of quality, Recognition and rewards, Empowerment and self-development, Education and training.

Cost of Quality: Cost of poor quality, Categories of quality cost, Analysis of quality costs, benefits of costs of quality control.

Supporting Technologies: Overview of Supplier Quality Assurance System.

UNIT-V

TQM Implementations & barriers to implementation.


Six Sigma: History, Structure, Application, Keys to success and failure.

Books Recommended:


M.B.A. 609 : TECHNOLOGY MANAGEMENT

Objective:
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, Forecasting Methods, Pitfalls in Technology Forecast, Technology Strategies and Development, Technology Transfer Models, Dimensions, Package, Routes of Transfer Pricing and Agreements and code of conduct of transfer.

UNIT-III

UNIT-IV

UNIT-V

References:

M.B.A. 610: INFORMATION TECHNOLOGY FOR COMPETITIVE ADVANTAGE

Objective:

The course is designed to develop skills in identifying and analysing 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

Identifying competitive advantage, Strategic initiative for implementing competitive advantage (SCM, CRM, ERP), Measuring success of strategic initiative, Benchmarking, IT Matrices, Organization structure that supports strategic initiative, Intellectual Property Rights.

UNIT-II

Valuing organization information, Transactional and Analytical information, Relational database functions, Cybernetics and Concepts defining systems processes, Data warehouse fundamentals, Key issues of information systems, management and role of CIO, Backup and recovery strategy, Building adaptable systems.

UNIT-III

Overview of system analysis and design, Business systems concept, System Development Life Cycle, Project Management, Project Selection, Feasibility Study, Executive information system, Artificial Intelligence, Outsourcing and Information Partnership, Cyber Laws and other IT Acts.

UNIT-IV

Computers and communication like VOIP, internet telephony, extranet, handheld devices, Wireless fidelity (Wi-Fi). Information technology, Concept of global village, Online information services, Communication channels, Media, Information system security and control.

UNIT-V

M.B.A. 611: ADVANCED PRODUCTION MANAGEMENT

Objective:
The objective of the course is to acquaint the students 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 decisions and models of location decisions, Design for product and process layouts, Cellular Layouts.

UNIT-II

UNIT-III
Production Planning, Aggregate Planning, Scheduling Techniques, Job design and Time, Motion Study, Maintenance 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, Value Analysis/Engineering.

References:
M.B.A. 612 : FINANCIAL ENGINEERING

Objective:

This course aims at enabling the students to understand and analyse financial problems and developing their skills for the solutions of these problems with the help of innovative financial processes, instruments and strategies.

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 restructuring, leveraged buyouts, tax driven deals, takeovers, synthetic instruments.

UNIT-V

Future directions in financial engineering. Effect of globalisation and technology on financial engineering. Legal aspects of innovative financial products.

References:

M.B.A. 613 : 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.
Understanding Strategies - Goals, Concept of Strategy, Corporate level Strategies, Business Unit Strategies.

UNIT-II

Management Control Structure - Responsibility Centers, Revenue Centers, Expense Centers, Administrative and Support Centers, Research and Development Centers, Marketing Centers, Profit Centers.
Transfer Pricing - Objectives, Methods, Pricing Corporate Services, Administration of Transfer Prices.
Measuring and Controlling Assets Employed - Structure of the Analysis.
Measuring Assets Employed, EVA Vs ROI, Alternative Approaches.

UNIT-III


UNIT-IV

Analyzing Financial Performance - Variance Analysis.
Performance Measurement - Information used in Control System.
Management Compensation - Characteristics of Incentive Compensation Plans, Stock Options, Phantom Shares; Performance Shares, Performance Criteria and Agency Theory.
UNIT-V


Service Organisations and Financial Service Organisations and M.C.S.

Multinational Organisation and M.C.S.

M.C. of Projects.

References:

M.B.A. 614: STRATEGIC FINANCIAL MANAGEMENT

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 firm’s 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

The Theory of Corporate Finance: An historical overview, A mean-variance synthesis of corporate finance, the effects of a firm’s investment and financing decisions on the welfare of its security holders, Strategy and financing policy, Financial Goals and Strategic Consequences.

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

Efficient Markets: Forms, Tests for return predictability, Event Studies and Tests for Private Information.

UNIT-II

The search for optimal capital structure, Debt Covenants and their Implications, Designing Convertibles, Mandatory Convertibles, Warrants and their valuation, Determinants of Corporate Leverage and Dividend Policies.

Stock Buyback Decisions: Management motivations for share buyback, 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 and firms in high growth stage, Deal structuring and pricing, Firms in financial difficulty: Information problems, conflicts of interest, and asset stripping, IPO’s and their underpricing

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: Valuing 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 Valuing Operations, Relatives Approach to Valuation, Capitalised Earning Method of Valuation, Valuation of Intangible Assets, Brands, Cyclical Firms, Firms in Distress and Private Firms, Value Metrices.
UNIT-V

Option Valuation: Risk Neutral, Replication and Binomial and Black-Scholes approaches to option Valuation.

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

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

Texts:


M.B.A. 615: STRATEGIC COST MANAGEMENT

Objective:
The present course has been framed to facilitate the students to develop an insight into the application of cost analysis with strategic perspective. The course will also sharpen the understanding regarding the constituents of cost management systems.

UNIT-I

Cost Management: An overview, Conventional cost analysis vis-a-vis strategic cost analysis. Strategic analysis and strategic cost management.

UNIT-II


UNIT-III

Value Chain Analysis: Concept, strategic application of value chain analysis, strategic positioning analysis: A framework for strategic competitive analysis, critical success factors and SWOT analysis. Differentiating cost management systems.

UNIT-IV


UNIT-V


References:

M.B.A. 616 : PROJECT APPRAISAL AND FINANCE

Objectives:

(a) Knowledge of how large projects are structured, analyzed, appraised, financed and managed.
(b) Understanding how risk management affects project value, describe a process of risk management, and present a framework of strategies for managing various kinds of project risks.
(c) Understanding best practices and public-private partnership in concession rights, awards, contract design and negotiation.
(d) Review options for credit enhancements to improve access to international bond markets, such as bank guarantee instruments, Export Credit Agency programme and political risk insurance.

The course contains following Five Modules:

2. Valuing Projects – What makes valuing highly leveraged firms difficult?
3. Managing Risky Projects – How to identify, assess and allocate project risk; and
4. Financing projects;
5. Social cost benefit analysis of projects.

Part I : Structuring Projects:

Project Finance vis-à-vis Corporate Finance; Designing new hybrid financing structure incorporating elements of both project and corporate finance in an attempt to solve disadvantages associated with each structure, Project entity as special purpose vehicle with contractual bundling.

Part II : Valuing Projects:

Large Scale Projects : Basic economics; complexity in estimating demand; Marketing feasibility study; role of government, both as investor and as a customer.


Part III : Managing Risky Projects: Build, Operate and Transfer (BOT) Arrangements:

Deal structuring and major risks identification, assessment and mitigation in such a way that senior lenders are adequately protected without further equity support. BOOT, BOT, BOLT and BOO framework, Contract design and negotiation.
Project Evaluation in Emerging Markets: Political risk management through project selection, structuring & insurance & contrast this approach with the older financial style of political risk management. Exploring the cross-border investments issues and market-entry decision and to apply project evaluation techniques to cross-border investment; evaluate the benefits accrued to the Host Government by investing in the project.

**Part IV: Financing Projects:**

Process, Participants and Economics of Syndicated Lending: Key issues in designing the Syndication strategy; the lending process from a bank’s perspective, and the difference between making a loan and arranging/underwriting/distributing a loan (syndication).

Credit Enhancements Instruments to improve access to international bond markets, such as bank guarantee instruments, Export Credit Agency programme and political risk insurance.

**Part V: Social Cost-Benefit Analysis of Projects:**

Identify the differences between private and social returns; Economic framework for assessing a project’s social return [known as the economic rate of return (ERR), domestic resource cost (DRC) and effective rate of protection (ERP)]. Analyzing the impact of a new project on private financers and identifying other stakeholders who might be affected, directly or indirectly, by the project and examining the project’s impact on each group. UNIDO Guidelines and Little & Mirrlees approach to social cost-benefit analysis.

**Books:**

Readings:


M.B.A. 617: ORGANIZATION DEVELOPMENT

Objective:
The course develops an analytical and Operational to planned system wise organizational change. Organizations today are faced with the dilemma of how to integrate the Organizational 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 conflicting groups move towards a collaborative way of work, several changes in the organization structure, processes 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 Making Interventions.

UNIT-III
Comprehensive Interventions – Managerial Grid; Confrontation Meeting, Survey Feedback.

UNIT-IV

UNIT-V

References:
4. French and Bell : O.D.
8. Mergulies and Raia : O.D.
9. Warner Burke : O.D.

**Journals** :

1. California Mgt. Review
2. Journal of Applied Behavioural Science
3. Harvard Business Review
4. Personnel
5. Human Capital
6. H.R. Focus
M.B.A. 618 : MANPOWER PLANNING AND PERFORMANCE APPRAISAL

Objective:
With the companies getting cost conscious, leaner and flatter, the need for Manpower planning is much more than it was felt earlier. The performance appraisal system needs to act as a motivator for the employees to help increase their productivity. Hence this course aims to provide students the requisite knowledge for both.

UNIT-I

Manpower Planning : Setting up objectives – Organisation, Planning, Manpower audit, Human resource forecasting action programmes.

UNIT-II

Role Analysis, Job Analysis : Job specification, Job Description.

UNIT-III


UNIT-IV


UNIT-V


References:
2. The Balanced Scorecard–Managing Future Performance : Kaplan, Roberts and Norton David P.

4. Performance Appraisal: Martin Fisher


Journals:

1. H.R. Focus
2. Harvard Business Review
3. Human Capital
4. California Management Review
M.B.A. 619 : NEGOTIATING SKILLS AND PARTICIPATIVE DECISION MAKING

Objective :
The objective of the course 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 stages in real life negotiation. Preparation for negotiation, procedure and tactics: The nature of collective agreements, The bargaining unit: factors, forces and trends; The break down of Collective Bargaining; Collective Bargaining in India, U.S.A., U. K., Japan and South Asian Countries, Collective bargaining exercises.

UNIT-II
Workers' Participation in decision making: The philosophical basis; the concept, scope, significance and pre-requisites; Levels of participation, participation and productivity, Forms of workers' participation: Workers' suggestion scheme, joint consultation, quality circles, co-determination, self-management and labour directors, Kibbuzim and Kolkhoz, Workers' participation in management in India problems and prospects.

Books Recommended :
M.B.A. 620 : TRAINING AND DEVELOPMENT

UNIT-I

Principles of Learning - Implications for training.
Defining objectives and identifying training needs.
Evolving Training Policy.

UNIT-II

Issues in Training : Location, Duration and Techniques.
Training Methods : On the job and off the job.
Laboratory Training : Assumption, Goals and Techniques.

UNIT-III

Preparing Training Plans and Designing Training Programmes for Selected Categories of employees in Banks, Industrial Organisation and Government Departments etc.
(a) Operative Personnel
(b) Office assistance
(c) Sales Personnel
(d) Supervisory Personnel
Training Effectiveness
   Training of the Group : How to resolve Conflict through Training ; Training the Trainers.

UNIT-IV

Development : Significance, nature and preconditions. Defining objectives and identifying development needs.
Evolving Development Policy
Issues in Development: Location, duration and techniques.
Appraisal, remuneration and succession.
UNIT-V

Methods of Development.

Preparing Development Plans and Designing Development Programmes for managerial in Industrial enterprises, Banks and Government departments.

(a) Bank Probationary Officers
(b) Middle Managers
(c) Top Management.

Role Playing as a Technique.

Effectiveness of Development Programmes.

Suggested Readings:

Journal - Indian Journal of Training and Development
- T.A.A. Latif: Training for Management.
- M.N. Rudrabasavraj: Executive Development in India.
- Lynton and Pareek: Training for Development.
- Merrills and Marting: Developing Executive Skills.
- Norman R. E. Maier: Principles of Human Relations.
- Human Capital.
- H. R. Focus.
- British Journal of Training and Development.
M.B.A. 621 : LABOUR LEGISLATION

Objective :
The objective of the course is to enhance the participants understanding of Indian Legal environment relating to industrial relations, Emoluments and welfare. Emphasis would be given to the provisions and case law of various acts.

UNIT-I


UNIT-II


UNIT-III

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

UNIT-IV

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

Books Recommended :

7. G. M. Kothari : Labour Demands and Their Adjudication.
M.B.A. 622 : SMALL BUSINESS MANAGEMENT

Objective:
The course aims at acquainting the students with the nature, significance and problems of small business with special reference to 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.
- Organizational 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.
- Choice of Technology and selection of site - How question of Market entry financing the new and small enterprise.
- Preparation of the Business Plan.
- Operating the small scale enterprises.
- Financial Management Issue in S.S.E.
- Operation Management Issue in S.S.E.
- Marketing Management issues in S.S.E.
- Organizational Relation in S.S.E.
- Performance appraisal and growth strategies.
− Management Performance Assessment and Control.
− Strategies for stabilisation and growth.

References:

1. Petroj : Small Business Management.
2. D. Anderson : Small Industry in Developing Countries.
M.B.A. 623 : ENTREPRENEURIAL DEVELOPMENT

Objective :

The course aims at acquainting the students with the nature, significance and various programmes in entrepreneurial development with special reference to Indian economy.

UNIT-I

- Entrepreneurship : Need, scope and philosophy.
- Creativity and Entrepreneurship.
- Entrepreneurial competencies and traits.
- Factors affecting entrepreneurial development - Religious, social, cultural, political, ancestral and demographic.
- Entrepreneurship : A function of innovation.
- Entrepreneurship : The achievement motive in economic growth.
- Entrepreneurship : Theory of social change.
- Entrepreneurship : Family structure, migration and the enterprise entrepreneurship.

UNIT-II

- Intrapreneuring and Entrepreneurship.
- Barriers to entrepreneurship.
- Intrapreneural grid.
- Becoming an Intrapreneur.
- Phases in Intrapreneurship.
- Major approaches to corporate entrepreneurship.
- Entrepreneurship competencies–Meaning and evaluation.
- Characteristics of being entrepreneur.
- Community and entrepreneurship.
- Social determinants of entrepreneurial growth.
- Functions of an entrepreneur.
- Classification of entrepreneurs.
References:

M.B.A. 624 : GOVERNMENT BUSINESS INTERFACE

Objective :
The relationship between Business and Government have changed drastically over a period of time. The changing dimensions of such relationship and its impact on corporate performance is of utmost importance for management student.

UNIT-I

- The Phase of Self Reliance - 1950-65 : Initial conditions of planning strategy of industrialization.
- Development of two Axes of foreign influence. Limits to Industrial Growth and World Bank Pressure.
- Privatisation of the Indian economy, Deregulation and decontrol of Indian corporate sector in the changed environment.

UNIT-II

- Constitutional framework of Government Control of Business
- Public Control of Business. The Historical Setting
- Government Control of Business : Need for Government Controls
- Public Control of Business - Perspective and Rationale
- Government and Economic Planning
- Interface between Government and Public Sector
- Government regulation of Private enterprise
- State and Labour

References :
2. Government and Business - C. L. Bansal, Haranand Publication. 
M.B.A. 625 : INDUSTRIAL STRUCTURE ORGANISATION AND POLICY-I

Objective :
The basic objective of this course is to expose the students to various fundamentals of industrial economies.

UNIT-I

- Basic Concept, Firm, Industry, Market structure, market power, passive and active behaviour of the firm.
- Conceptual framework for the study of industrial economics.
- Organisation form and alternatives motives of the firm.
- Industrial efficiency and technical efficiency.
- Optimum size of the firm.
- Industrial structure and economic development.
- Organisation of firms : Ownership, control and objectives.

UNIT-II

- Market structure : Sellers and buyers concentration.
- Product differentiation, entry condition and economics of scale.
- Market structure and profitability.
- Market Structure, innovation and inventories.
- Size and growth of the firm. Life cycle hypotheses merger, diversification and acquisition.
- Demand, financial and managerial constraints of growth.
- Market Conduct: Financial, pricing and advertising.
- Market Performance : Allocative and productive efficiency, distributive effect, technological progress, excess capacity.
- Pricing in practice.
- Economics of advertising the firm and its objectives. Changing dimensions of the organization philosophies.

References :

M.B.A. 626 : CORPORATE PLANNING-I

Objective : The Corporate Planners need to be exposed to various dimension of macro-economic fundamentals for formulating various policies. The study of framework of any economy is essential for any managerial decisions. This paper attempts to four in this direction.

UNIT-I

National Income : Concept, components and measurement.


The process of Income determination - The multiplier theory.

The consumption function. Various approaches to secular and cyclical consumption function. Absolute, relative permanent income and life cycle hypothesis.

The investment function, meaning, Motivation of investment, factors associated with shifts in investment function.

The principle of acceleration.

Interaction between the accelerator and multiplier.

Relevance of accelerator or principle in developing economies.

UNIT-II

Money : Definition, and its function. Supply and demand for money. Determination of rate of interest; from classical to Post-Keynesian theories.

Inflation : Causes, consequences and cures of demand pull and cost push inflation.

General equilibrium of the product, money and labour markets. Wage, price flexibility and macro economic equilibrium. Post Keynesian development.

Macro economic policy; Monetary and fiscal stabilization policies.

References :

1. Dernberg and McDougall : Macro Economics.
SEMESTER-IV

M.B.A. 627 : RESEARCH PROJECT

M.B.A. 628 : INTERNATIONAL MARKETING

Objectives:
The objectives 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

UNIT-II
International Economic Environment –Regional Economic Cooperation World Trade Trends, Tariffs and 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

References:
4. R. Vernon : Manager in the International Economy.
5. G. S. Lall : Finance of Foreign Trade and Foreign Exchange.
M.B.A. 629 : MARKETING OF SERVICES

Objectives :
To develop the skills of marketing of services, to understand the importance and role of services in the total marketing concept and to have an understanding about the conceptual issues in services marketing.

Role of Services in Economy.

UNIT-I

Marketing of Tourism, Travel and Transport Services.
- Tourism Marketing
- Hotel Marketing
- Airline 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 Speedpost 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

References:

1. S. M. Jha : Services Marketing.
2. Ravi Shanker : Services Marketing.
M.B.A. 630 : 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, centres. 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 various 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 requirement 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 warehouse, 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. Aspects of International distribution. Distribution management, organisation and control; operational planning; Physical distribution information centres. Organizational set up.
References:

1. Managing International Distribution : Wentworth and Christopher
2. Business Logistics : Smyroy
3. International Distribution : Rookey
4. Indian Shipping : Trivedi

1. Systems Approach to carriage and IIFT shipment of Expert Cargo freight tariffs and practices of Shipping Conferences
M.B.A. 631 : E-MARKETING

Objective :

The digital revolution affects every aspect of daily life, and marketers need to get to grips with trend in order to stay in touch with the needs of their customers.

UNIT-I

Introduction to internet marketing - Origin, growth, prospects, terminology and technology. The digital marketing environment.

The demographic, psychographic and behaviourial profile of internet users. B to C scenario.

Organizational buyer behaviour. The B to B scenario.

Segmentation, targeting and positioning on internet.

UNIT-II

Product decision–Selection of Products for internet. The Marketing of Services through internet.

Branding decision including E-brands. Offline branding to Firebranding.


UNIT-III

E Tailing, Logistics and impact of internet marketing, creating data-base researching digital market, marketing strategies for internet, marketing control.

References :


M.B.A. 632 : COMPUTER AIDED DESIGN AND MANUFACTURING MANAGEMENT

Objective:
This course deals with the fundamentals of Computer aided design and manufacturing management.


Computer Integrated Production Planning and Control: Material Requirement Planning and Material Handling Systems.

Computer Progress Control (C P C)

Computer Aided Quality Control (C A Q C)

Computer Progress Interfacing (C P I)

Computer Aided Shop Floor Control; Factory Data Collection Systems, Bar Code Technology.


Flexible Manufacturing Systems and Cellular Manufacturing.

References:

M.B.A. 633 : PRODUCTIVITY MANAGEMENT

Objective :
This course aims at providing, and understanding the concepts, techniques and attitude required for effective management of productivity in modern organisations.

UNIT-I

The concept of productivity; Need for productivity culture; Management and productivity; Factors affecting productivity; Efforts in productivity management; Organisational effectiveness and productivity.

UNIT-II

Productivity cycle; Productivity measurement and its need; Total productivity mode; Limitations of partial measures of productivity; Productivity evaluation in organizations; Productivity and industrial relations.

UNIT-III

Productivity planning and improvement concepts, Strategies for productivity; International productivity management and experience; Indian experience in productivity.

UNIT-IV

Productivity trends in selected industries engineering, fertilizers, textiles, and in energy. Impact of government policies on productivity.

References :

5. Solomen Fabricant : A Primer on Productivity.
6. Chandra : Dynamics of Productivity, South Asian Publisher, New Delhi.
M.B.A. 634 : BUSINESS PROCESS REENGINEERING

Objective :
The objective of this course is to develop the abilities of the students to design and to evaluate management and its existing structure and select the right frame for Reengineering.

UNIT-I


UNIT-II

The New World of Work, The Enabling Role of Information Technology. Perspectives on the customer, Understanding markets, Customer research within markets, Service, Specifications from the customer. Insights from customer analysis.

UNIT-III

Undemanding the influences in the Background. Perspectives on the background. Dynamic nature of industry. Competitive intelligence : Bringing the background into focus, Mapping the way work gets done, identifying areas for improvement.

UNIT-IV

Planning for change, Refined mission and scope. Design options and alternatives. Filling in the fine details, Mapping the new process, Developing business policies, Information channels and communications Feedback for continuous improvement.

UNIT-V

Implementing system and structural changes. Selecting the right frame. The horns of the downsizing dilemma. Maximizing the chances for reengineering success. Resistance to change. The transition process, Revitalizing the organization for long term durable change, Reengineering Experience.

References :
M.B.A. 635 : ENTERPRISE RESOURCE PLANNING

Objective :
The objective of this course is to acquaint the students with the knowledge of computerized productions, Materials, Distribution system of a manufacturing organisation. The students will be having knowledge of future of E.R.P. and other business segments.

UNIT-I

UNIT-II

UNIT-III
E R P Implementation Role of Consultants, Vendors and Users.
Implementation Life Cycle, Project Planning, Team Training End User Training Post Implementation (Maintenance Mode), Implementation in large-scale organisation.

UNIT-IV

UNIT-V

References :
2. E R P A Management Perspective : S. Sadagopan
3. Enterprise Resource Planning : Alexis Leon
5. E R P Journal for the Intelligent Enterprise.
M.B.A. 636: MANAGEMENT OF FINANCIAL SERVICES

Objective:
The objective of the course is to impart knowledge to the students in the conceptional and operational aspects of financial services.

UNIT-I
Evolution and Role of Financial Services—Companies in India. Evolution of NBFC’s Services provided, Comparison with banks, Categories of NBFC’s (Industry Structure in India, Sources of Finance: Funding Strategies, Public Deposits, Bank Borrowing ICD, CP, Innovative Sources of Financing, Securitization: Concept, Securitization as a Funding mechanism, Mortgages; Traditional and Non-Traditional, Securitization of Mortgaged and Non-Mortgaged assets, Securitization in India. Merchant Banking: Nature and Scope, Regulation of MB activity, Structure of M.B. Industry, Primary Markets in India, Procedural aspects of Primary Issues, SEBI Guidelines for Public Issue.

UNIT-II

UNIT-III

UNIT-IV
Consumer Finance: Role of consumer credit in the financial system, features, mathematics and legal framework, credit screening methods, innovative structuring of consumer credit transactions, Product Mix, Consumer Credit Act, 1974.

Credit Cards: Concept, Types, Billing and Payment, Settlement Procedure, Mechanism of Transactions, Member Establishments, Member Affiliates, The concept of Visa Net. Insurance: Definition, Classification, Principles of Insurance, Rights and Obligations of parties.
UNIT-V

Factoring: Concept, forms, functions of a factor, legal aspects, evaluation of factoring. The report of the study group for examining introduction of factoring services in India. Factoring vis-a-vis Bill Discounting Credit Insurance, Forfeiting.

Bill Financing: Bill of exchange. Definition, Steps in bill discounting, Bill market in India.


References:


2. L. K. Bansal : Merchant Banking and Financial Services, Unistrar Publications.
M.B.A. 637 : INVESTMENT MANAGEMENT

Objective :

The objective of this course is to develop a conceptual framework for the study of security analysis and portfolio management.

UNIT-I


UNIT-II


UNIT-III


UNIT-IV

UNIT-V


References:

1. Fredrick Amling : Investments – An Introduction to Analysis and Management, Prentice Hall.
M.B.A. 638: CORPORATE TAX PLANNING

Objective:
The objective of the course is to equip the students with the knowledge of various tax laws and help them in utilising this knowledge in corporate planning.

UNIT-I


UNIT-II


UNIT-III

Tax planning financial management. Tax planning in respect of capital structure, capital budgeting and management of working-capital--Tax considerations in issue of bonus, shares and dividend policy.

UNIT-IV

Tax planning with regard to specific management decisions. Make or buy, own on lease, repair, renewal, replace, closure or continuance. Maintenance of proper records of complying with requirement of tax laws. Deduction of Tax at source. Advance payment of tax. Time for payment and filing of income tax returns. Types of assessment and procedure, defaults and penalties. Organizations of tax planning cells.

UNIT-V

Tax planning in respect of excise duty, custom duty and sales tax. Maintenance of proper records for complying with the requirements of indirect tax laws. Filing of returns under different indirect tax laws. Defaults and penalties under indirect tax laws.
**References:**

1. Dr. V.K. Singhavia, Kapil Singhavia and Monica Singhavia: Direct Taxes : Planning and Management (Tax Mann Publications Ltd.).

2. R.N. Lakhotia: Corporate Tex Planning.

3. Dr. V.K. Singhavia: Direct Taxes : Law and Practice (Tax Mann).


M.B.A. 639 : FINANCIAL STATEMENT ANALYSIS

Objective:

Objective of this course is to develop the skills of the students to critically analyse and interpret the financial statements of a business enterprise.

UNIT-I


UNIT-II


UNIT-III

Profitability Analysis: Analysing company profitability, revenues, cost of sales and expenses. Calculating and disaggregating rate of return of assets and rate of return on capital employed. Earnings quality and earnings persistence.

UNIT-IV

Valuation: Cash Flow Based – Periodic cash flow, residual value and cost of capital earnings based Development of theoretical model, theoretical Vs actual P/E ratios, application of theoretical P/E model.

UNIT-V

Analysis of financial statement in the context of forecasting, distress analysis and corporate restructuring. Analysing the impact of inflation and intangibles of financial statement.

References:

M.B.A. 640: INDUSTRIAL RELATIONS AND LABOUR POLICY

Objective:
The course aims at familiarizing the participants with (a) The industrial relations scene in India with special reference to the Industrial Conflict and their prevention and resolution and (b) Significance and impact of labour policy on industrial relations in India.

UNIT-I


Industrial Conflict: Theories, Forms, Causes, Right to strike.

UNIT-II

Voluntary and Statutory efforts on prevention and settlement of industrial disputes. Bipartitism and tripartitism: Comparative industrial relations and policy in U. K., U. S. A., Japan, Germany, Russia and developing countries.

UNIT-III

State and Labour: Theoretical aspects, framework, evolution and Dimension of Labour Policy in India. Labour Policy on (a) Terms and conditions of employment, (b) Industrial relations, and (c) wages.

UNIT-IV


References:
3. Aruna Manoppa: Industrial Relations.
5. Blain Pane: International Encyclopaedia of Industrial Relations.

7. Goates and Tooham : Trade Unions and Politics.


11. S.N. Dhayani : Industrial Relations System.

M.B.A. 641 : LABOUR ECONOMICS

Objective:
The course is offered to acquaint the participant with the issues involved in the labour market analysis and the conditions of working class.

UNIT-I

Labour Economics: Micro and Macro aspects. Theories of Labour market, Supply of Labour; Work-leisure decision, Participation rate, Quality of Labour, Labour Demand for Labour, Short run and long run demand for labour, Elasticity of demand for labour.

UNIT-II


UNIT-III

State regulation of wages, wage level and wage structure, share of wages in national income, labour productivity, wages income and prices, wages and productivity.

UNIT-IV


References:

8. K. N. Subramanian : Wages in India.
M.B.A. 642: INDUSTRIAL PSYCHOLOGY AND SOCIOLOGY

Objective:

The course aims at providing the participants with an understanding of the role of Industrial Sociology and Psychology in management of human resources. The main emphasis would be given to applied aspects with reference to Indian Industrial Scene.

UNIT-I


UNIT-II


UNIT-III


UNIT-IV

Perception: Process and Elements, Theories of Perception.

Psychology of Leadership.

Personnel Selection and Training.

Understanding and Motivating employees - Industrial morale and job satisfaction; Counselling.

Psychology of Industrial conflict. Stress Management

References:

1. McIver and Page: Society
2. Miller and Form: Industrial Sociology
3. Ghose and Ghorpade: Industrial Psychology
4. Tiffin and Mc Cormick: Industrial Psychology
5. Norman R. F. Maier: Psychology in Industry
6. John B. Miner: Personnel Psychology
M.B.A. 643 : MANAGEMENT OF DISCIPLINE AND DISCIPLINARY PROCEEDINGS

Objective :

The course aims of providing the participants better understanding of maintaining discipline and handling disciplinary proceedings and the working of various procedures/mechanism available for the purpose.

UNIT-I

Managing Indiscipline: Basic concepts, Nature of proceedings judicial, quasi-judicial and administrative, Principles of natural justice and reasonable opportunity, Misconduct and its types, complaints and decision to initiate enquiry, charge sheet and its drafting, service of charge sheet to workmen and reply to the charge sheet and its considerations, suspension during enquiry; criminal proceedings and departmental enquiry, holding of enquiry; considerations by punishing authority.

UNIT-II


References :

M.B.A. 644: SMALL BUSINESS ENVIRONMENT IN INDIA

Objective:
The basic objective of this course is to expose the students to various issues regarding small business environment in India.

UNIT-I
- Nature of the Small Business in India.
- Changing role of small scale industry.
- Significance of small business in Indian Economy.
- Policy formulation for the small business industry.
- Preparation of the business plan for a small enterprise.
- Financing small business.
- Government policies towards small business.
- Growth strategies for small business.
- Aspects of growth and structural changes in modern small industry.
- Recent development in small enterprises in India—Economic and social aspects.

UNIT-II
- Public policy frame work for small enterprise development.
- Quantitative significance of small firms.
- Contribution to national income & Employment aspects.
- Dominance of small firms.
- Role of policy and research issues.
- Institutional set up for small industry development in India.
- Small industries development organisation (SIDO).
- National Small Industries Corporation (NSIC).
- Commissioner for Industrial Cooperatives.
- Specialized Institution for training and development.
- State level Institution.
- Directorate of Industries.
- Industrial Development Corporation.
– State Financial Corporation,
– Changing role of small business in selected countries–Italy, Japan, China, South-Korea, Malaysia.
– Lessons for India.

References:

M.B.A. 645 : CORPORATE PLANNING-II

Objective:
The relationship between business and society is changed in new and profound ways. Corporate houses are devising strategies that will help produce prosperity and improved quality of life for their citizens.

This course attempts to explore some of these issues.

UNIT-I

- The Corporation and its stakeholders.
- Business and Public issues.
- Corporate Social Responsibility.
- Socially Responsive Management.
- Ethical Dilemma in Business.
- Ethical Reasoning and Corporate Programs.
- Global Challenges to Corporate Responsibility.
- Managing Environmental Issues.
- Social Issues - Women, work and family.

UNIT-II

- Corporate Governance—An overview.
- Code of Corporate Practices.
- Corporate Social Reporting.
- Environmental Reporting.
- Corporate Governance and Board of Directors.
- Corporate Governance and role of top Management Financial Institution, nominee Directors and Auditors Corporate Disclosure and Investor Protection Public Enterprises and Corporate Governance.
- Impact of Globalization and Indian Corporate Sector Governance.
- Corporate Governance practices in U.S.A./U.K.
References:

2. Values, Nature and Culture in American Corporate - William C. Frederick, Oxford University.
M.B.A. 646 : ENTREPRENEURIAL DEVELOPMENT AND NEW ENTERPRISES MANAGEMENT

Objective:
The objectives of the course are two fold: (i) to provide conceptual and theoretical understanding about the development of entrepreneurship and its significance in Indian economy, and (ii) to highlight the issues in new enterprise management.

UNIT–I

Developing entrepreneurship: Elements for a program.

Developing entrepreneurial competencies: Need and process of development, social determinants of Entrepreneurial growth.

Entrepreneurship Development Programmes.

Entrepreneurship Orientation and awareness programme.

New enterprise creation programmes.

Existing entrepreneurship programs for existing enterprising for survival and growth. Evaluation of various E.D.P. programmes.

Entrepreneurship Development in India and evaluation of various E.D.P. programs in India.

Managing Growth and Transition. The organisation life cycle, changing entrepreneurial roles.

UNIT–II

- Entrepreneurship and new venture opportunities.
- Planning for new ventures.
- The concept of a planning paradigm - Pre-start up, start up, early growth and later growth stage.
- Product and service concepts for new ventures.
- Incentives and subsidies available for entrepreneurial growth.
- Guidelines for project report preparation.
- Location, environmental and managerial problems of new enterprise management.
- Managing family business: Some case studies of family run businesses in India.
References:


M.B.A. 647 : INDUSTRIAL STRUCTURE ORGANISATION AND POLICY– II

Objective :
The objective of this course is to expose the students to various industrial development, process and policies associated with it.

UNIT-I

– Industrialisation - rationale, objectives, strategies and problems.
– Industrial growth and structural changes in Indian Industries.
– Employment generation and industrialisation process.
– Comparative performance of Public and Private Sector in India.
– State and Industrial Development.

UNIT-II

– Theories of industrial location, Weber, Sargent and modern factors affecting location of industrial unit.
– Location policy in India since Independence.
– Industrial policies of major states of India in recent times.
– Industrial concentration in India. Causes and effects.
– Policies of Industrial dispersal in India.
– Productivity Industrial growth and policy in India after 1980.
– Case studies of growth of major industries in India. Pharmaceuticals, tractors, cement, automobiles, scooters, soft drinks, fertilizer, food processing, steel.
References:

5. J. J. Ahluwalia : Productivity and Growth in Indian Manufacturing., O.V.P.

M.B.A. 648 : VIVA-VOCE

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