FACULITY OF BUSINESS MANAGEMENT AND COMMERCE

OUTLINES OF TESTS SYLLABI AND COURSES OF READING

FOR

MASTER OF BUSINESS ADMINISTRATION (EXECUTIVE)

MBA (Executive)

FOR THE EXAMINATION 2012-13
SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (EXECUTIVE) FOR THE EXAMINATION OF 2012-2013

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)

<table>
<thead>
<tr>
<th>Subject Code</th>
<th>Paper Title</th>
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<td>FIRST SEMESTER</td>
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<tr>
<td>MBAEX6101</td>
<td>BUSINESS ECONOMICS</td>
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<td>MBAEX6102</td>
<td>BUSINESS STATISTICS</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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<td>SECOND SEMESTER</td>
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<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>
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<td>MBAEX6204</td>
<td>COMPREHENSIVE VIVA-VOCE*</td>
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<td>MBAEX6205</td>
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<td>THIRD SEMESTER</td>
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<td>MBAEX7101</td>
<td>HUMAN RESOURCE MANAGEMENT</td>
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<tr>
<td>MBAEX7102</td>
<td>MARKETING MANAGEMENT</td>
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* Comprehensive Viva-Voce of 2nd Semester would be based on papers taught in 1st and 2nd Semester.
MBAEX7103  FINANCIAL MANAGEMENT  100  
MBAEX7104  WORKSHOP ON BUSINESS COMPUTING  50  
TOTAL  350  

FOURTH SEMESTER  
MBAEX7201  COMPREHENSIVE VIVA-VOCE**  100  
STUDENTS ARE TO OPT FOR ONE GROUP OUT OF THE GROUPS OFFERED.  
GROUP A: ENTREPRENEURSHIP AND GENERAL MANAGEMENT  
MBAEX7211  ENTREPRENEURIAL DEVELOPMENT AND NEW ENTERPRISE MANAGEMENT  100  
MBAEX7212  ENTREPRENEURIAL FINANCE  100  
MBAEX7213  INFRASTRUCTURE AND PROJECT FINANCE  100  
GROUP B: FINANCE  
MBAEX7221  FINANCIAL STATEMENT ANALYSIS  100  
MBAEX7222  FINANCIAL ENGINEERING  100  
MBAEX7223  MANAGEMENT CONTROL SYSTEMS  100  
GROUP C: INFORMATION TECHNOLOGY & OPERATIONS MANAGEMENT  
MBAEX7231  BUSINESS PROCESS RE-EENGINEERING  100  
MBAEX7232  SYSTEMS ANALYSIS AND DESIGN  100  
MBAEX7233  ENTERPRISE RESOURCE PLANNING  100  
GROUP D: MARKETING  
MBAEX7241  ADVERTISING AND CONSUMER BEHAVIOUR  100  
MBAEX7242  GLOBAL MARKETING MANAGEMENT  100  
MBAEX7243  MARKETING RESEARCH AND PRODUCT MANAGEMENT  100  
GROUP E: HUMAN RESOURCE MANAGEMENT  
MBAEX7251  LABOUR LEGISLATION-I  100  
MBAEX7252  ORGANISATION DEVELOPMENT  100  
MBAEX7253  PERFORMANCE AND COMPENSATION MANAGEMENT  100  
TOTAL  400  

** Comprehensive Viva-Voce of the 4th Semester would be based on papers taught in 3rd and 4th Semester.
FIRST 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 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.

References


**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 model, 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

Conceptual basis of accounting- nature and purpose of accounting, basic accounting concepts and conventions underlying preparation of financial statements, forms of business organization,
accounting records, balance sheet equation, preparing accounting cycle, preparation of profit and loss account and balance sheet as per schedule-VI of companies act 1956.

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 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:**


**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

2. Carver, R.H. & Nash, J.G., Data Analysis with SPSS, Cengage Learning, New Delhi

THIRD SEMESTER

MBAEX7101: 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.

MBAEX7102: 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
MBAEX7103: 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:


MBAEX7104: 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-1

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


FOURTH SEMESTER

MBAEX7211: ENTREPRENEURIAL DEVELOPMENT AND NEW ENTERPRISE MANAGEMENT

Objective: The objective of the course is to provide conceptual and theoretical understanding about the development of entrepreneurship and its significance in Indian economy, and to highlight issues in new enterprise management.

UNIT I

Entrepreneurship: concept and definitions, entrepreneurship and economic development, classification and types of entrepreneurs, entrepreneurial competencies, factors affecting entrepreneurial growth: economic, non–economic factors, traits/qualities of entrepreneurs, intrapreneur, manager v/s entrepreneur.

UNIT II
Elements for a programme, entrepreneurial training and development programmes, entrepreneurship orientation and awareness programme, evaluation of various EDP programmes, women entrepreneurs, steps taken by government, to promote EDP’s, institutional entrepreneurial environment in India.

UNIT III

Definition of MSME (micro, small and medium enterprises), rationale, objective, scope, role of MSME in economic development of India, significant provisions of MSME act, 2006, mechanics of selling of new enterprise: size and location, optimum units: its meaning and determinants, size of industrial units in India, feasibility studies, technical, marketing and finance, managerial problems of new enterprises, production purchasing, financing, labour and marketing problems, facilities provided by different institutions and agencies in India, role of SMES in global environment.

UNIT IV

Role of support institutions: of director of industries, DIC, SIDO, SIDBI, small industries. development corporation (SIDC), SISI, NSIC, NIESBUD, state financial corporation (SFCs).

References:


MBAEX7212: ENTREPRENEURIAL FINANCE

Objective: The objective of this course is to orient the new entrepreneurs with the problems and issues involved in financing new enterprise.
UNIT I

The business plan: The dual purpose document, business plan development and advice, the business plan, development of proformas, checklist of financial information, business plan development sources.

UNIT II

Financial statements and analysis: income statement, balance sheet, cash flow statement, ratio analysis, breakeven analysis, management of working capital.

UNIT III


UNIT IV

Debt financing: types of debt, sources of debt financing, creative ways to structure long-term debt, debt financing for working capital, equity financing: sources of equity capital, private placement, venture capital, private equity firms, international private equity, small-business investment companies, initial public issue, public equity process, direct public offerings, angel financing, intrapreneurship: intrapreneurship models, traits of high growth intrapreneurship, signs of intrapreneurship success, standard operating procedures, intrapreneurship blunder.

References

5. Rogers, S., *Entrepreneurial Finance: Finance and Business Strategies for the Serious
MBAEX7213: INFRASTRUCTURE AND PROJECT FINANCE

Objective: Projects are non-recurring activities requiring a different set of skill for planning as compared to regular and operative activities. The course is aimed at developing understanding of project activities and relevant skills.

UNIT-I

Project identification analysis: socio-economic consideration in project formulation, social infrastructure projects for sustainable development, investment opportunities, project screening and presentation of projects of decision making, expansion of capacity, diversification.

UNIT-II

Market and technical analysis: market and demand analysis: market survey, demand forecasting, uncertainties in demand forecasting, technical analysis: product mix, plant capacity, materials and inputs, machinery and equipment, project costing and finance: cost of project, cost of production, break even analysis, means of financing project, tax aspects in project finance, role of financial institution in project finance.

UNIT-III

Project appraisal: time value of money, project appraisal techniques: payback period, accounting rate of return, net present value, internal rate of return, benefit cost ratio, social cost benefit analysis, effective rate of protection, risk analysis: measures of risk, sensitivity analysis, simulation analysis, decision tree analysis.

UNIT-IV

Project scheduling/network techniques in project management: CPM and PERT analysis, float times, crashing of activities, contraction of network for cost optimization, updating, cost analysis of resources allocation, multiple projects: project dependence, capital rationing, ranking methods
of projects, mathematical programming approach, linear programming model, post project evaluation.

References


**MBAEX7221: FINANCIAL STATEMENT ANALYSIS**

**Objective:** This course is designed to prepare students to interpret and analyze financial statements effectively.

**UNIT I**

Introduction and foundation for effective financial statement analysis: form of the financial statements, IFRS framework for the preparation and presentation of financial statements, overview of financial statement analysis (basis and tools of analysis), financial reporting and analysis (users and sources of financial information, nature and purpose of financial accounting, and accrual accounting framework), investment returns, valuation models, accounting measurement, and earnings forecasting.

**UNIT II**

Analysis of financial statements: business activities and financial statements, analysis of the statement of shareholders’ equity (reformulating the statement yielding comprehensive income), analysis of the balance sheet (classifying assets and liabilities into operating and financing components, calculating ), analysis of the income statement (reformulating income statement on a comprehensive income basis), analysis of the cash flow statement (identifying free cash flows, cash flow and product life cycles).

**UNIT III**

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Analysis of profitability: first-, second- and third-level breakdown of profitability analysis, and analysis of growth (changes in profitability) as well as sustainable earnings, prospective and valuation analysis: prospective analysis (short- and long-term forecasting), business strategy analysis, valuation- cash flow based and earnings based approaches.

UNIT IV

Accounting analysis and valuation: creating accounting value, economic value added, and determining accounting as well as earnings quality (detecting accounting, transaction manipulation, disclosure quality, quality of earnings and cash flow forecasts), risk analysis: analysis of equity risk (operating, financing and price risks), analysis of credit risk (liquidity, capital structure and solvency)

References:


MBAEX7222: FINANCIAL ENGINEERING

Objective: This course aims at enabling the students to understand & analyze investment problems and developing their skills for the solution of these problems with the help of innovative financial processes, instruments & strategies.

UNIT I
Understanding meaning and need of financial engineering: financial engineering vis-a-vis financial analysis, factors leading to increasing need for financial engineering, financial engineering in India: derivatives and futures markets, features of financial derivatives, types of financial derivatives.

UNIT II

Product development and strategies: basics of product development, objective, design and testing, pricing and valuation of future and forwards, pricing and valuation of swaps, interest rate swaps, currency swaps, commodity swaps, options: call and put options, payoff profiles, option strategies, arbitrage restrictions on option prices, hedging approaches with options, equity related instruments: options, warrants, subscription rights, investment vehicle, index futures and options, foreign equities, treasury bond and notes futures.

UNIT III

Emerging instruments, concepts and issues: assets and liabilities management, securitization, asset backed securities, mortgage backed securities, corporate restructuring and leverage buyouts/ management buyout, value at risk (VAR).

UNIT IV

Hybrid securities, credit derivatives, options on debt instruments, exotic options, synthetic instruments, and issues related to accounting treatment of derivatives, corporate risk management: planning and controlling reasons for hedging, cash flow hedges and value hedges, capital structure and hedging.

References:

1. Dubofsky, D.A., Derivatives, Oxford University Press
3. Hull, J.C., Options, Futures And Other Derivatives, Prentice Hall Inc.
MBAEX7223: MANAGEMENT CONTROL SYSTEMS

Objective: The objective of this course is to allow students to gain knowledge, insight, and analytical skills related to how a corporation’s senior executives design and implement the ongoing management systems that are used to plan and control the firm’s performance. Students will examine elements of management systems including strategic planning, budgeting, resource allocation, performance measurement, evaluation and reward, as well as transfer pricing.

UNIT I

Management and control: basic concepts of management control system, strategic planning, inter-relationship among strategic planning, management control and operational control, designing and introduction of management control system, management control system and responsibility accounting, informal management controls.

UNIT II

Structure of management control: need for delegation, types of responsibility centers, organizational structure of responsibility centers, measuring and controlling assets employed, objectives and methods of transfer pricing, pricing corporate services and administration of transfer prices.

UNIT III


UNIT IV

Applications of management control systems: performance measurement, management compensation, controls for differentiated strategies, management control in service organizations, management control in non-profit organizations, management control in
multinational and multi project corporations, management control-related ethical issues and analyses, the effects of environmental uncertainty and organizational strategy on management control systems.

**References**


**MBAEXEX7231: BUSINESS PROCESS RE-EINGINEERING**

**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**

Definition of reengineering, time for reengineering, why business process start to fail, explanation of change theory, reengineering mission and scope, reengineering cost, survival and growth strategies, rethinking business processes.

**UNIT II**

The new world of work, the enabling role of information technology, perspectives on the customer, understanding markets, customer research within markets, service and specifications from the customer, insights from customer analysis.
UNIT III

Understanding the influences in the background, perspectives on the background, dynamic nature of the 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 line details, mapping the new process, developing business policies, information channels and communications, feedback for continuous improvement, 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


MBAEX7232: SYSTEMS ANALYSIS AND DESIGN

Objective: The objective of the course is to understand the tools and techniques of data capturing, storing and disseminating for efficient working of organization.

UNIT I

Data and information: types of information: operational, tactical, strategic and statutory : why do we need information systems, management structure, requirements of information at different
levels of management, functional allocation of management, requirements of information for various functions, qualities of information, small case study, systems analysis and design life cycle: requirements determination, requirements specifications, feasibility analysis, final specifications, hardware and software study, system design, system implementation, system evaluation, system modification, role of systems analyst, attributes of a systems analyst, tools used in system analysis.

UNIT II

Information gathering: strategies, methods, case study, documenting study, system requirements specification, from narratives of requirements to classification of requirements as strategic, tactical, operational and statutory, example case study, feasibility analysis: deciding project goals, examining alternative solutions, cost–benefit analysis: quantifications of costs and benefits, payback period, system proposal preparation for managements, parts and documentation of a proposal, tools for prototype creation, tools for systems analysts: data flow diagrams: case study for use of DFD, good conventions: leveling of DFDs leveling rules, logical and physical DFDs, software tools to create DFDs.

UNIT III

Structured systems analysis and design: procedure specifications in structured english: examples and cases, decision tables for complex logical specifications, specification oriented design vs procedure oriented design, data oriented systems design: entity relationship model: E-R diagrams, relationships cardinality and participation, normalizing relations, various normal forms and their need, some examples of relational data base design.

UNIT IV

Control audit and security of information systems: audit and security of information systems, why controls are needed, objectives of control, techniques used in control, auditing information
systems, auditing around, through and with the computer, testing information systems, types of
tests, how to generate tests, security of information systems, disaster recovery, business process
continuity, systems analysis and design in the era of electronic commerce: B2B, B2C and C2C e-
commerce, advantages and disadvantages of e-commerce, e-commerce system architecture:
physical networks, logical network, world wide web, web-services – html, XML, electronic data
interchange: EDI standards – virtual private networks – XML and EDI, complete system analysis
and design case studies.

References:
   Education.
   Pearson Education.

MBAEX7233: 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 organization and
impair knowledge to the students in the conceptual and operational aspects of ERP.

UNIT I

Evolution of ERP, definition and ERP packages used- integrated management information,
business process re-engineering, data warehousing, supply chain management- MRP (1), MRP
(2), DRP, JIT

UNIT II

ERP modules: finance, manufacturing, materials- quality benefits of ERP, reducing lead time,
reduction in cycle time- DRP markets, going ERP way, ERP evaluation criteria.

UNIT III
ERP implementation, role of consultants, vendors and users, implementation life cycle, project planning- team training, end user training post implementation- implementation in large scale organization.

**UNIT IV**

ERP bridging business and technology baan implementation (case study) ERP ware, future direction of ERP, new business segments RAMCO marshal world class ERP- SAP R3 (case studies)

**References**


**MBAEX7241: ADVERTISING AND CONSUMER BEHAVIOUR**

**Objective:** Purpose of the paper is to acquaint the participants with concepts, techniques and applications for developing an effective advertising programme. Facilitate an understanding about the consumer decision making process and its applications in marketing function of organizations.

**UNIT I**

Advertising: concepts, types, forms, importance and role of advertising in the marketing process, legal, ethical and social aspects of advertising, the advertising plan and setting of objectives, DAGMAR approach, determination of target audience.

**UNIT II**

Developing advertising programmes - message, headlines, copy, logo, illustration, appeal, layout, campaign planning; media planning, budgeting; evaluation - opinion and attitude tests,
measurement of advertising effectiveness, advertising organisation – selection, compensation and appraisal of an agency, role of creativity in advertising.

UNIT III

Consumer behaviour and marketing strategy; consumer involvement and decision making, information search process, evaluative criteria and decision rules, consumer motivation, information processing and consumer perception, Indian consumer market- economic, social, cultural and psychographic aspects.

UNIT IV

Consumer attitudes and attitude change, influence of personality and self concept on buying behaviour, psychographics and lifestyle, influence of culture, subculture and social class, reference group influence, diffusion of innovation and opinion leadership, family decision making, industrial buying behaviour, consumer behaviour audit.

References


MBAEX7242: GLOBAL MARKETING MANAGEMENT

Objective: The objective of this course is to develop a conceptual framework of international marketing management. This paper develops further the knowledge already gained in marketing.

UNIT I
Introduction to global marketing, the process of international marketing and transition from domestic to transnational marketing, benefits of international trade, international marketing entry strategies; segmentation, selection of foreign markets and positioning strategies.

UNIT II

Product planning for global markets, standardization vs. product adoption, new product development and management of international brands, packing and labeling.

UNIT III

Global pricing strategies, environmental influences on pricing decisions, channel structure, channel strategies for foreign market entry, social and cultural environment and its influence on international marketing.

UNIT IV

Promotional strategies in international marketing, international marketing organization and control, emerging issues in global marketing, integrated approach to international marketing.

References

4. Subhash C. Jain, International Marketing, Ceneage Learning India Pvt Ltd.

MBAEX7243: MARKETING RESEARCH AND PRODUCT MANAGEMENT

Objective: The course aims to develop the student’s ability to conduct, evaluate and research particularly with respect to marketing mix elements. It also seeks to develop an understanding of the innovation process and the methods of analysis and evaluation used in the product development process.
UNIT I
An overview of marketing research- definition and scope; phases, changes due to technology including the internet; the marketing research industry, experimental research design, application of marketing research and the following techniques of multivariate analysis to marketing mix elements viz.- factor analysis, cluster analysis, multi dimensional scaling and conjoint analysis, product research, advertising research- setting advertising objectives, concept testing, audience profiling, copy research, media research.

UNIT II
Pricing research including use of conjoint analysis for this purpose, package research distribution research, research for market segmenting including the use of cluster analysis for this purpose, scale validation- relationship of validity and reliability- their types and their estimation, qualitative research tools including ethnography and laddering

UNIT III
Product management : in context of business strategy, the relationship of product management to the marketing concept, product mix concept, product classification, product planning: marketing plan, portfolio analysis, market potential and forecasting, product market strategies, product life cycle : stages and corresponding strategies, product evaluation, product positioning : concept, product differentiation, positioning strategies, preference analysis, benefit segmentation, new products : the importance of innovation, new product categories, organization for product management, prototyping, new product development process, test marketing.

UNIT IV
Socio cultural meaning of brands: understanding the social psychology of brands, emotions and brands, symbolic meaning of brands, cultural meaning systems and brands, brand equity : introduction and definition, name value, model of brand equity synthesis, auditing and measuring brand equity managing brands, branding strategies for functional and symbolic brands, brand stretching and retrenching, branding services and managing the corporate brand, brands and advertising.

References

**MBAEX7251: LABOUR LEGISLATION - I**

**Objective:** The objective of this course is to enhance the participants understanding of Indian environment relating to industrial relations. Emphasis would be given to provisions and case laws of various acts.

**UNIT I**

Legal regulation of employment conditions in India, law of master and servant relationship, concept of social justice.

**UNIT II**

Industrial dispute act, 1947-definition of industry, workmen, industrial dispute, procedures, power and duties of authorities, strikes and lockouts, layoffs and retrenchment, industrial employment (standing order) act, 1947-certification process of standing orders.

**UNIT III**

Trade union act, 1926-registration, immunities available to registered trade unions, payment of wages act, 1936-deductions and authorities, minimum wages act, 1948-fair wages, leaving wages, minimum wages, fixation of minimum rate of wages.

**UNIT IV**

Contract labour (regulation and abolition) act, 1970-advisory boards, registration of establishments, licensing of contractors, welfare and health of contract labour, interstate migrant
workmen (regulation of employment and conditions of services) act,1979-welfare and health measures of interstate migrant workmen.

References


MBAEX7252: ORGANISATION DEVELOPMENT

**Objective**: This course helps the students to understand how organizations have to develop themselves for future. Various methods shall be taught to them so that they learn how to intervene in the ongoing systems.

**UNIT – I**

Definition, Need and importance of OD, values, assumptions and beliefs in OD, foundations of OD, OD process, action research, overview of OD interventions

**UNIT II**

Effective team building, comprehensive interventions: confrontation meeting, survey feedback, grid OD program.

**UNIT III**
Structural interventions: work redesign, quality of work-life, quality circles, strategic management and OD, collective management by objectives, parallel learning structures, sensitivity training, life goal exercises, coaching and mentoring.

UNIT – IV

Study of few successful OD efforts made in organizations, issues in client consultant relationships, power, politics & OD, conditions for success and failure of OD, future of OD.

References


MBAEX7253: PERFORMANCE AND COMPENSATION MANAGEMENT

Objective: The objective of the course is to impart relevant knowledge required to perform the functions of human resource planning in an organisation and equipping seekers with comprehensive and practical skills to manage employees’ performance effectively, and to understand the structure and components of wages and salaries, and the wage administration in India.

UNIT 1

UNIT II

Performance monitoring, performance implementation, role of HR professionals in performance management, performance management through training and development, ethics in performance management.

UNIT III

Wage and salary administration in India, wage administration rules, principles of wages and salary administration, theories of wages, wage plans, wage differentials, wage policy in India, state regulation of wages, payment of wages act, minimum wages act, wage boards, pay commissions, compensation management in multi-national organisations.

UNIT IV

Executive compensation-components, pay structure in India, linking salary with potential and performance, types of rewards and incentives, wage incentive schemes in India, wage incentive plans, employee benefits and services, special features of fringe benefits, benefit programmes for management and other employees, administration of benefits and services, recent trends in wages and salaries in Indian industries and service sector.

References

FIFTH 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.

FIFTH SEMESTER

ANY THREE OF THE FOLLOWING

<table>
<thead>
<tr>
<th>Code</th>
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<tr>
<td>M.b.e 514</td>
<td>Management Information Systems</td>
<td>100</td>
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<tr>
<td>M.b.e 515</td>
<td>Small Business Management</td>
<td>100</td>
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<tr>
<td>M.b.e 516</td>
<td>Management of Environment</td>
<td>100</td>
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<tr>
<td>M.b.e 517</td>
<td>International Business</td>
<td>100</td>
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<tr>
<td>M.b.e 518</td>
<td>Management of Rural Development</td>
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</table>
M.b.e.  519  Marketing of Services  100

SIXTH SEMESTER

M.b.e.  520  Strategic Management  100

ANY TWO OF THE FOLLOWING

M.b.e.  521  
  a.  Money & Capital Market  
  b.  Project Management  
  c.  Management of change  
  d.  Logistics Management  
  e.  International Marketing  
  f.  Executive Compensation  
  g.  E-Commerce
FIFTH SEMESTER
ANY THREE OF THE FOLLOWING

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
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


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

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

44
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 rile 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
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

1  Hunger & Wheelen : Essentials of Strategic Management, Prentice Hall of India, 2006


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

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.
6 D.W Pearce & C A Nash : Social Appraisal of Projects.
7 J.D. Wiest and F.K. Levy : A Management Guide to PERT/CPM, (PH India)
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 Corporate
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 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 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.

References

1. Management International Distribution : Wentworth and Christopher
2. Business Logistics : Smyroy
3. International Distribution : Rookey
4. Indian Shipping : Trivedi
5. Systems Approach to carriage and IIft :
6. Shipment of Expert Cargo freight tariffs and practices of Shipping Conferences

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
2 Milton. I. Henderson : Compensation Management
3 Milton L. Rock (Ed.) : Handbook of Wage and Salary Administration
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<tr>
<th></th>
<th>Author/Editor</th>
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<tr>
<td>4</td>
<td>Angela M. Bowey (Ed.)</td>
<td>Handbook of Salary and Wage Systems</td>
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<td>5</td>
<td>Elizabeth Lanhansnnam</td>
<td>Administration of Wage and Salaries</td>
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<td>I.L.O</td>
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<td>7</td>
<td>N.P.C.</td>
<td>Job Evaluation – Sharing Gains from Productivity</td>
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<td>Rebert E. Sibson</td>
<td>Compensation</td>
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<tr>
<td>9</td>
<td>Gary Bery</td>
<td>Managing Compensation</td>
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<tr>
<td>10</td>
<td>Luxmi Narain</td>
<td>Managerial Compensation and Motivation in Public Enterprises.</td>
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