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

FACULTY OF BUSINESS MANAGEMENT AND
COMMERCE

OUTLINES OF TESTS SYLLABI AND COURSES OF READING

FOR

MASTER OF BUSINESS ADMINISTRATION (EXECUTIVE)

(MBA- EXECUTIVE)

For the Session 2013-2014
SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (EXECUTIVE) FOR THE EXAMINATION OF 2013-14

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.

THIRD SEMESTER

<table>
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<tr>
<th>Code</th>
<th>Subject</th>
<th>Marks</th>
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<tr>
<td>MBAEX7101</td>
<td>HUMAN RESOURCE MANAGEMENT</td>
<td>100</td>
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<tr>
<td>MBAEX7102</td>
<td>MARKETING MANAGEMENT</td>
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<td>MBAEX7103</td>
<td>FINANCIAL MANAGEMENT</td>
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<td>MBAEX7104</td>
<td>WORKSHOP ON BUSINESS COMPUTING</td>
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<td><strong>TOTAL</strong></td>
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FOURTH SEMESTER

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<thead>
<tr>
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<tr>
<td>MBAEX7201</td>
<td>COMPREHENSIVE VIVA-VOCE**</td>
<td>100</td>
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<tr>
<td>MBAEX7211</td>
<td>ENTREPRENEURIAL DEVELOPMENT AND NEW ENTERPRISE MANAGEMENT</td>
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<td>MBAEX7212</td>
<td>ENTREPRENEURIAL FINANCE</td>
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<tr>
<td>MBAEX7213</td>
<td>INFRASTRUCTURE AND PROJECT FINANCE</td>
<td>100</td>
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<tr>
<td><strong>GROUP A: ENTREPRENEURSHIP AND GENERAL MANAGEMENT</strong></td>
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<td><strong>GROUP B: FINANCE</strong></td>
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<td>MBAEX7221</td>
<td>FINANCIAL STATEMENT ANALYSIS</td>
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<td>MBAEX7222</td>
<td>FINANCIAL ENGINEERING</td>
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<tr>
<td>MBAEX7223</td>
<td>MANAGEMENT CONTROL SYSTEMS</td>
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**Comprehensive Viva-Voce of the 4th Semester would be based on papers taught in 3rd and 4th Semester.**
GROUP C: INFORMATION TECHNOLOGY & OPERATIONS MANAGEMENT

MBAEX7231 BUSINESS PROCESS RE-ENGINEERING 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

FIFTH SEMESTER

STUDENTS ARE TO OPT FOR THREE PAPERS OUT OF THE PAPERS OFFERED.

MBAEX8101 TAX PLANNING FOR ENTREPRENUERS 100
MBAEX8102 PROJECT PLANNING, ANALYSIS AND MANAGEMENT 100
MBAEX8103 MOBILE COMMERCE 100
MBAEX8104 GLOBAL SUPPLY CHAIN MANAGEMENT 100
MBAEX8105 COMPARATIVE INDUSTRIAL RELATIONS 100
MBAEX8106 TOTAL QUALITY MANAGEMENT 100

TOTAL 300

SIXTH SEMESTER

MBAEX8201 STRATEGIC MANAGEMENT 100
MBAEX8202 COMPREHENSIVE VIVA-VOCE*** 100

STUDENTS ARE TO OPT FOR TWO PAPERS OUT OF THE PAPERS OFFERED.

MBAEX8203 MANAGING GLOBAL ENTERPRISE 100
MBAEX8204 STRATEGIC COST MANAGEMENT 100
MBAEX8205 INTERNATIONAL FINANCIAL MANAGEMENT 100
MBAEX8206 MARKETING OF SERVICES 100

*** Comprehensive Viva-Voce of the 6th Semester would be based on papers taught in 5th and 6th Semester.
<table>
<thead>
<tr>
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<td>MBAEX8207</td>
<td>WORKSHOP ON FOREIGN TRADE DOCUMENTATION AND TRADE FINANCE</td>
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<tr>
<td>MBAEX8208</td>
<td>WORKSHOP ON MANAGEMENT OF DISCIPLINE AND DISCIPLINARY PROCEEDINGS</td>
<td>100</td>
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<tr>
<td>MBAEX8209</td>
<td>PRODUCT INNOVATION IN TECHNOLOGY BUSINESS</td>
<td>100</td>
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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:

1. Damodaran, A., Corporate Finance –Theory & Practice, John Wiley and Sons, Inc.

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-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


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 EDPs, 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


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 techniques of analysis: cross sectional and time series analysis. Users and sources of financial information.

UNIT-II

Analysis of financing activities, analysis of investing activities: accounting for long term, short term and intangible assets. Analysis of operating activities, Analysis of cash flow statement, (relation between cash flow from operating, investing and financing activities), cash forecasting (short term and long term).

UNIT-III

Short term liquidity analysis: working capital analysis, operating activity analysis. Solvency analysis: capital structure measures for solvency analysis, asset based measures of solvency analysis, asset-based measures of solvency, earnings coverage. Analysis of profitability, analysis of growth (changes in profitability) as well as sustainable earnings.

UNIT-IV


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, develop insight and analytical skills related to design and implementation of management systems.

UNIT I

Management control system: basic concepts, boundaries, understanding strategies, behavior in organizations, inter-relationship among strategic planning, management control and operational control, responsibility accounting, importance of informal management controls.

UNIT II

Structure of management control: need for delegation, types of responsibility centers, organizational structure of responsibility centers, revenue and expense centers, profit 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: management compensation, controls for differentiated strategies, control in service organizations, control in non-profit organizations, management control in multinational and multi project corporations, management control-related ethical issues.

References


MBAEXEX7231: BUSINESS PROCESS RE-EERING

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 ï html, XML, electronic data interchange: EDI standards ï virtual private networks ï XML and EDI, complete system analysis and design case studies.

References:

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 impart 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

5. Wagner, M.E., Concepts in Enterprise resource planning, Cengage Learning, Inc

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 Î 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


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
   Inc.
   Jersey.
5. Trott, Paul, Innovation Management and New Product Management, Prentice Hall
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 I

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.

FIFTH SEMESTER

MBAEX8101: TAX PLANNING FOR ENTREPRENEURS

Objective: The primary objective of this course is to familiarize the students with relevant provisions of taxation laws (both direct and indirect taxes) for entrepreneurs. It will develop students’ skill for handling business problems using appropriate concepts of taxation laws.

UNIT I

Introduction to corporate taxation: importance of tax planning as a management decision, minimizing tax liability: tax evasion, tax avoidance and tax planning, objectives and basis of tax planning, key terms related to tax assessment of companies: Indian company, domestic company, foreign company, investment company, residential status of a company, scope of total income, carry forward and set off of losses, minimum alternative tax, provisions related to tax assessment of companies, tax assessment rates and exemption limits for companies.
UNIT II

Tax planning for different entities: tax provisions for new businesses, export business, industrial undertakings and infrastructure development undertaking, SEZs, business in special category states, hotel industry, telecom industry, entertainment industry, IT, power, shipping and aircraft, oil and minerals, construction, and retail business, related tax deduction allowed to respective industries, business restructuring and tax planning: tax and relief provisions under merger, amalgamation, acquisition, demerger.

UNIT III

Tax planning vis-à-vis managerial decisions: capital structure decisions in wake of tax planning, provisions related to tax on dividend and deductions allowed, tax planning though bonus shares, lease or buy decisions, make or buy decision, repair/renewal or replacement decision, tax planning through employees’ remuneration: fringe benefit of tax, ESOPs, double taxation relief, advance tax payment procedure, TDS: tax on salary, interest, dividend, interest.

UNIT IV

Wealth tax: charge of tax and related provisions, central sales tax act: objectives, key terms and provisions, service tax: general principals, charge and exemptions, registration and mode of payment.

References:

2. Agarwal, K.K., *Direct Tax Planning and Management*, Atlantic Publishers & Distributors
MBAEX8102: PROJECT PLANNING, ANALYSIS AND MANAGEMENT

Objective: The objective of this course is to promote a sound understanding of the theory and practice of project management. More specifically it introduces students to the purpose, principles, problems and challenges, concepts, techniques, and practice of project management and its various facets; impart skills in project planning, execution and control methods; introduce students to project management software and applications.

UNIT I
Planning and analysis overview: phases of capital budgeting, levels of decision making, resource allocation framework, key criteria for allocation of resource, elementary investment strategies, portfolio planning tools, strategic position and action evaluation, aspects relating to conglomerate diversification, interface between strategic planning and capital budgeting, generation and screening of project ideas: generation of ideas, monitoring the environment, regulatory framework for projects, corporate appraisal, preliminary screening, project rating index, sources of positive NPV, qualities of a successful entrepreneur, porter model for estimation of profit potential of industries.

UNIT II
Market and demand analysis: situational analysis and specification of objectives, collection of secondary information, conduct of market survey, characterization of the market, demand forecasting, market planning, technical analysis: study of material inputs and utilities, manufacturing process and technology, product mixes, plant capacity, location and site, machinery and equipment, structures and civil works, project charts and layouts, work schedule.

Financial analysis: estimation of cost of project and means of financing, estimates of sales and production, cost of production, working capital requirement and its financing, estimates of working results, projected cash flow statement, projected balance sheet, project cash flows, basic principles of measurement of cash flows, components of the cash flow streams, viewing a project from different points of view, definition of cash flows by financial institutions and
planning commission, biases in cash flow estimation, appraisal criteria (net present value, benefit cost ratio, internal rate of returns urgency, payback period, and accounting rate of returns), investment appraisal in practice.

UNIT III

Types and measure of risk: simple estimation of risk, sensitivity analysis, scenario analysis, Monte Carlo simulation, decision tree analysis, selection of project, risk analysis in practice, special decision situations: choice between mutually exclusive projects of unequal life, optimal timing decision, determination of economic life, inter-relationships between investment and financing aspects, inflation and capital budgeting, analysis of firm and market risk: portfolio theory and capital budgeting, capital asset pricing model, estimation of key factors, CAPM and capital budgeting, social cost benefit analysis (SCBA): rationale for SCBA, UNIDO approach to SCBA, little and mirrlees approach to SCB, multiple projects and constraints: constraints, methods of ranking, mathematical programming approach, linear programming model.

UNIT IV

Project financing in India: means of finance, norms and policies of financial institutions, SEBI guidelines, sample financing plans, structure of financial institutions in India, schemes of assistance, term loans procedures, project appraisal by financial institutions, project management: forms of project organization, project planning, project control, human aspects of project management, prerequisites for successful project implementation, network techniques for project management, development of project network, time estimation, determination of critical path, scheduling when resources are limit, PERT and CPM models, network cost system, project review and administrative aspects: initial review, performance evaluation, abandonment analysis, administrative aspects of capital budgeting, evaluating the capital budgeting system of an organization.

References:


**MBAEX8103: MOBILE COMMERCE**

**Objective:** To introduce students to the new technologies, applications, services and business models of M-Commerce.

**UNIT I**

M-commerce: introduction to m-commerce, forces behind the m-commerce revolution, special features of m-commerce, m-commerce value chain: introduction, infrastructure equipment vendors software vendors, content vendors-user fee business models, shopping business models, marketing business models, improved efficiency models, advertising business models, revenue-sharing business models, content aggregators, mobile network operators, mobile portals, third-party billing and payment providers, mobile device manufacturers, wireless applications service providers (WASPs)

**UNIT II**

Mobile communications: historical perspective, basic architecture basic multiplexing schemes, separating uplink and downlink traffic, 2G landscape, 3G technology, transition toward 3G-GSM migration, TDMA migration, PDC migration, CDMA one migration, mobile internet: introduction, TCP/IP on a mobile network, mobile IP: routing packets to mobile nodes, TCP wireless application protocol, overview of the WAP architecture, WAP gateway and legacy protocol stack, operating without a WAP gateway, the wireless application environment, the WAP usability.

**UNIT III**

Mobile security: the role of cryptography, secret key cryptography, GSMÔx sim-based authentication, public key cryptography, digital signatures, certificate authorities, combining public and secret key cryptography, message authentication codes, mobile payment: mobile payment standardization efforts, different mobile payment scenarios, mobile banking.
UNIT IV

Mobile commerce services: mobile portals, voice portals, mobile information services, mobile directory services, mobile banking and trading, mobile e-tailing and e-ticketing, mobile entertainment, mobile business applications and services next-generation m-commerce: next-generation m-commerce scenarios, personalization-3GPP's personal service environment, location-based services positioning solutions: handset-based positioning solutions, network-based positioning solutions, fragmented landscape mobile policy: India telecom policy, mobile policy implications, wireless spectrum auctions.

References

MBAEX8104: GLOBAL SUPPLY CHAIN MANAGEMENT

Objective: The Course explores the main Issues in global supply chain management (SCM) to underline their strategic importance to firms. The course helps students develop understanding about the significance of SCM in international business; understand the key operational issues involved in global supply chain management; have the knowledge of managing SCM in international trade operations; and examine the levels of risk, efficiency, and sustainability of a supply chain.

UNIT I

Introduction to global supply chain management: concept and role of SCM services; international purchasing & distribution; SCM networks; inventory management and its components as SCM system; logistics providers (3PL, 4PL); reverse logistics; international logistics centres.
UNIT II

Transportation and its services in SCM; transportation services in international market and different transport modes; optimization of transportation process; role of multimodal transport in global SCM.

UNIT III

Warehousing and inventory management: role of warehousing in global SCM, functions of warehousing, types of warehouses; lean management (manufacturing), it systems (MPS, MRP, MRPII, ERP, DRP), material handling; Packaging; inventory management under conditions of certainty and uncertainty.

UNIT IV

International forwarding; material requirements planning; economic order quantity (EOQ), Wilson's formula, silver – meal method, Wagner & within method, determination of safety inventory; SCM networks its features & networks owned by international corporations, leadership network, partnership network, configuration and management of SCM networks; green SCM, recent trends in global SCM.

References
MBAEX8105: COMPARATIVE INDUSTRIAL RELATIONS

Objective: The course aims at providing the participants an international perspective of industrial relations and an awareness of industrial relations, policies and practices in other countries to help them to explore their relevance to India.

UNIT I

Comparative industrial relations theory, objective and significance, historic background of the growth of modern industrial relations.

UNIT II

Trade unions and collective bargaining – a comparative study, types and structure of trade unions at international level, industrial relations in multinational enterprises

UNIT III

Comparative view of the role of state and worker’s participation in decision making in U.K., U.S.A, Japan, Germany, Russia and developing country (Bangladesh, Pakistan, Korea and India).

UNIT IV

Comparative industrial relations and policy in U.K., U.S.A, Japan, Germany, Russia and developing countries, Industrial relations in the world in future.

References

MBAEX8106: TOTAL QUALITY MANAGEMENT

Objective: The course is designed to develop a sound understanding of how the application of TQM assists the pursuit of business excellence and provide skills and strategies in human dimensions of quality and in the tools and techniques applicable to TQM and business excellence.

UNIT I

Introduction to TQM: history, aims, objectives, benefits, gurus and their principles, 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 w. and 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: defining, 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, 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.

UNIT IV


References


SIXTH SEMESTER

MBAEX8201: 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 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), strategy and technology, strategy and industry life cycle evaluation of strategy, implementation of strategy, organisation structure and strategy.

References:

2. Hitt, Michael and Hoskisson, Robert E., Strategic Management: Competitiveness and Globalization, South Western Thomson.

MBAEX8203: MANAGING GLOBAL ENTERPRISE

Objective: The objective of this course is to acquaint the students with the concept of multinational enterprise and also the environment affecting the working of MNEs.
UNIT I

Definition of multinational enterprise, nature of multinational enterprise, reasons for going global; role of MNEs in world economy, EPRG model, the environment of international business - geopolitical, economic, cultural, social, legal, PEST analysis.

UNIT II

Regulation of international business - home country, host country and MNE's response to regulation, technology transfer - methods and debate on technology transfer, social responsibility and MNE's, organisation structure of MNEs.

UNIT III

International financial management - concept, tax considerations, tax havens, international marketing management - concepts, transfer pricing, corporate governance - international perspective.

UNIT IV

International human resource management - staffing of MNEs; international supply chain management - concept, distribution channels.

References

4. Mellahi, K., Frynas, J. George and Finlay Paul, Oxford University Press
MBAEX8204: STRATEGIC COST MANAGEMENT

Objective: To understand how to use different techniques of cost management with a strategic perspective.

UNIT I
Strategy and cost management, moving from traditional to modern manufacturing environments, contemporary cost management techniques, nature of cost - traditional and contemporary cost classification, cost measurement systems - traditional and contemporary approaches, manufacturing overhead allocation - traditional and activity-based.

UNIT II
Implementing strategy - strategic positioning, value chain, balanced scorecard and strategy map. Customer Profitability Analysis. Profit variance analysis.

UNIT III
Activity-Based Costing: steps in designing an Activity-Based Costing (ABC) system, benefits and comparison of volume-based and ABC, Activity-Based Management (ABM), Multistage Activity-Based Costing, Resource Consumption Accounting (RCA), Time-Driven Activity-Based Costing (TDABC).

UNIT IV
Strategic role of non-financial performance indicators, management and control of quality - framework, financial measures, non-financial indicators; lean accounting, cost management through life cycle analysis and target costing.

References

MBAEX8205: INTERNATIONAL FINANCIAL MANAGEMENT

Objective: The objective of this course is to highlight opportunities and challenges of financial management in open economies characterized by large volumes of international trade and high international mobility of factors of production. In particular, the course will highlight the complications caused by the process of international investment decision making as well as the development of investment and hedging strategies on a multinational level.
UNIT I

Foundations of international financial management: globalization and multinational firm; the importance, rewards and risk of international finance; goals for international financial management; exposure to international risk; international monetary system; balance of payments; foreign exchange markets; international parity relationships; forecasting foreign exchange rates.

UNIT II

International financial markets and institutions: international banking and money market; international bond market; international equity markets; futures and options on foreign exchange; currency and interest rate swaps; international portfolio investment.

UNIT III

Foreign exchange exposure and risk management: management of economic exposure; management of transaction exposure; management of translation exposure; management of political exposure; management of interest rate exposure; hedging against foreign exchange exposure; hedging through mixed currency invoicing; country risk analysis.

UNIT IV

Financial management of multinational firms: foreign direct investment and cross-border acquisitions, international capital structure and the cost of capital; international capital budgeting; multinational working capital policy and cash management; exports and imports; international tax environment; corporate governance around the world.

References

MBAEX8206: MARKETING OF SERVICES

Objective: To provide complete exposure to all aspects of service design, standards, delivering and performing service.

UNIT I

Introduction to services: concepts of services marketing triangle, service marketing mix, GAP models of service quality, consumer behavior in services, zone of tolerance, factors that influence customer perception of service, service encounters, customer satisfaction, service quality.

UNIT II

Understanding customer expectation through market research: types of service research, building customer relationship through retention strategies, market segmentation, 3 levels of retention strategies, customer defined service standards, service quality as profit strategy, role of service quality in offensive and defensive marketing service design and positioning, new service development- types, stages, service blue printing-using and reading blue print, service positioning- positioning on the five dimensions of service quality, positing on service evidence.

UNIT III

Employee role in service designing, importance of service employee, emotional labour, source of conflicts, strategies for closing GAP3 customer role in service delivery, strategies for enhancing, customer participation, delivery through intermediaries, managing demand and capacity, lack of inventory capability, understanding demand patterns, strategies for matching capacity and demand, waiting line strategies.

UNIT IV

Role of marketing communication: key reasons for GAP-4 involving communication, role of price and value in provider GAP-4, role of non-monetary cost, price as an indicator of service quality, physical evidence in services: types of service scapes, role of service GAPs, framework for understanding service GAPs and its effect on behaviour, marketing of services in selected industries: banking, insurance, tourism, transportation, educational services, advertising and real estate.
References


**MBAEX8207: WORKSHOP ON FOREIGN TRADE DOCUMENTATION AND TRADE FINANCE**

**Objective:** The course aims at providing and understanding of foreign exchange, export financing, Export ï— Import procedures and the various operations involved. The main emphasis is laid on developing a systematic approach to handling foreign trade transactions and the paper work thereto.

**UNIT I**

Documents for starting up a new export venture, aligned documentation system: meaning, rationale, various documents, EDI initiative, methods of payment: advance payment, open account, consignment sales, documents against acceptance (D/A), documents against payment (D/P), letter of credit, pre shipment credit: meaning, procedure, rates, documents needed, post shipment credit: meaning, procedure, types and documents needed.

**UNIT II**

Export credit and guarantee corporation (ECGC): export credit insurance, insurance policies, bank guarantees and special schemes, role of ECGC, theories and practice of foreign exchange rate determination, floating and fixed exchange rates, exchange control regulations and procedures in India, FEMA.
UNIT III


UNIT IV

Customs and port clearance, import procedures and documents, incoterms 2000.

References

1. Handbook of procedures Volume I & II.

MBAEX8208: WORKSHOP ON 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/mechanisms for the purpose and extensive use of relevant cases.

UNIT I

Managing indiscipline-basic concepts, nature of proceedings: judicial, quasi judicial and administrative, principles of natural justice and reasonable opportunity, the law of simple discharge, misconduct and domestic enquiry, reduction in rank and reversion, complaints and decision to initiate enquiry.
UNIT II

Charge sheet and its drafting, service or 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 III

Discipline and grievance redressal machinery-purposes and procedures of disciplinary actions, relevant legislation relating to disciplinary proceedings, judicial control of labour court and industrial tribunals, provision relating to termination of service

UNIT IV

Writ jurisdiction, prevention of disputes, handling industrial action, relevant legislation disciplinary action against professionals, victimization: meaning and scope of interference of industrial tribunal cases.

References


MBAEX8209: PRODUCT INNOVATION IN TECHNOLOGY BUSINESS

Objective: To provide students with the requisite knowledge of concepts and to impart practical skills and techniques required in the area of Manufacturing Policy and Implementation.

UNIT I

Production function: production function & the organization, five Ps of production, production strategy, planning & controlling the operations - product selection linking the product with marketing, planning the operation, setting up production system, controlling the production, manufacturing system design: organization of manufacturing operation, job batch
and flow production methods, group technology - coding composite component, product flow analysis, group technology and just-in-time.

UNIT II

Just-in-time manufacturing: JIT manufacturing, people involvement, total quality control, advantage of JIT manufacturing, elements that support JIT flow, the kanban system optimized production technology (OPT.). manufacturing & service strategies: manufacturing as a competitive advantage, corporate strategy & manufacturing strategy, production planning and inventory control in manufacturing strategy.

UNIT III

Theory of constraints & synchronous manufacturing: introduction, theory of constraints, the goal of performance measures, synchronous manufacturing, speed to market, bench marking, simultaneous engineering, reverse engineering, technology audit, strategic alliances.

UNIT IV

Technological innovation in manufacturing: automated design support, computer numerical control (CNC) machines, computer aided manufacturing (CAM), flexible manufacturing system (FMS), computer integrated manufacturing (CIM), artificial intelligence (AI), automation in services.

References:

2. Narasimhan, S.L., Mcleavey, D.W. and Billington, D.W., Production Planning & Inventory Control, Prentice Hall of India.

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