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 (BIOTECHNOLOGY)

(MBA- BIOTECHNOLOGY)

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

Note:
1. Examination in each subject will be of 3 hours duration except for Strategic Management (MBABT7201).
2. The duration of Strategic Management (MBABT7201) 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 MBABT7201: 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.

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<th>Subject Code</th>
<th>Paper Title</th>
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<td>MBABT6101</td>
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<td>MBABT6102</td>
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<td>WORKSHOP ON BUSINESS COMMUNICATION</td>
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<td>MBABT6207</td>
<td>SUMMER TRAINING REPORT AND VIVA-VOCE*</td>
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* At the end of the examination of 2nd Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3rd Semester.
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**Comprehensive Viva-Voce of 2nd Semester would be based on papers taught in 1st and 2nd Semester.

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<td>MBABT7102</td>
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<td>SEMINAR ON PRINCIPLES OF BIOTECHNOLOGY</td>
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<td>CUSTOMER RELATIONSHIP MANAGEMENT AND SALES MANAGEMENT</td>
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<td>TOTAL QUALITY MANAGEMENT</td>
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<td>MBABT7204</td>
<td>SEMINAR ON BIOTECHNOLOGICAL PROCESSES</td>
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<td>MBABT7205</td>
<td>RESEARCH PROJECT***</td>
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<td>MBABT7206</td>
<td>COMPREHENSIVE VIVA-VOCE****</td>
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<td>MBABT7207</td>
<td>SEMINAR ON INTELLECTUAL PROPERTY RIGHTS AND BIOTECHNOLOGY</td>
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<tr>
<td>MBABT7208</td>
<td>WORKSHOP ON INSTRUMENTATION IN BIOTECHNOLOGY</td>
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***The Research Project will start from 3rd Semester. Though marks for this project will be counted in the 4th Semester only.

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

MBABT6101: BUSINESS ECONOMICS

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

UNIT I


UNIT II

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

UNIT III

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

UNIT IV

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

References

MBABT6102: 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**

MBABT6103: MANAGEMENT ACCOUNTING

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

UNIT – I


UNIT – II

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

UNIT – III


UNIT – IV

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


**MBABT6104: 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

MBABT6105: 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

MBABT6106: 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

5. Ram, B., Computer Fundamentals, New Age Publications

MBABT6107: WORKSHOP ON BUSINESS COMMUNICATION

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

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

UNIT – II

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

References

4. O'Rourke, J.S., Management communication: A case analysis approach, Pearson Education.

SECOND SEMESTER

MBABT6201: 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


UNIT III

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

UNIT – IV

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

Reference:

1. Adhikari, A., Economic environment of business, Sultan Chand & Sons
MBABT6202: 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.
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:


**MBABT6204: 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.

MBABT6205: LEGAL ASPECTS OF BUSINESS

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

UNIT – I

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

UNIT – II

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

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

UNIT – IV


References


**MBABT6206: WORKSHOP ON RESEARCH METHODOLOGY**

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

UNIT – I

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

UNIT – II

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

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

UNIT – IV

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

References:


THIRD SEMESTER

MBABT7101: 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:

MBABT7102: 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:


**MBABT7103: BUSINESS PROCESS RE-EENGINEERING**

**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


**MBABT7104: 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 (3PLs, 4PLs); 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 İ meal method, Wagner İ 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

MBABT7105: SEMINAR ON PRINCIPLES OF BIOTECHNOLOGY

Objectives: Introduce the students to the basic concepts of biotechnology

UNIT-I
Structure of bacteria, viruses & fungi, Bacterial growth and nutrition, Nutrient media (lab. and industrial), Cell storage, Handling of microbes, Essential requirements of a Biotech-laboratories, Bio-safety levels, Microbial metabolism (anabolism and catabolism).
UNIT-II

Plant cell structure, Plant tissue culture, Media, Protoplast culture, Somatic hybridization, Production of haploid plants, Somaclonal variations, Micro propagation, Germplasm, Conservation, Cryopreservation.

UNIT-III

Primary culture and cell lines (fundamentals, facilities, general considerations, media, biology and characterization, scale up, viability, cytotoxicity), Stem cell cultures, Cell transformation, Cell cloning, Organ and Histotypic cultures, Tissue engineering.

UNIT-IV

Pharma drugs, Dosage forms, Key concepts, types and classes, Delivery systems, General processing, Technological aspects, Quality control, Quality assurance, SOPS, GLP, cGMP, Regulatory affairs.

Suggested readings:


MBABT7106: WORKSHOP ON TECHNIQUES IN BIOTECHNOLOGY

Objectives: To expose the students to the basic techniques involved in conducting biotech-practicals in the laboratories.

UNIT-I

Visualization of microbes, animal and plant cells under microscope, Sterilization and Pasteurization, Media and its preparation, Microbial fermentations, Enzyme production, assays, kinetics, Isolation of industrially important microbes from environment, Microbial growth measurements, Bacterial identification techniques.
UNIT-II
Isolation of plasmids and chromosomes, Genomic and meta-genomic, libraries, Agarose gel electrophoresis of nucleic acids, Gene cloning techniques, PCR and its applications & modifications. DNA sequencing techniques, Gene silencing.

UNIT-III
Assays for carbohydrates, proteins, lipids and nucleic acids. Production of antibodies in laboratory animals, Immunological techniques (agglutination, precipitation). ELISA, Western blotting. Hybridoma cell technology.

UNIT-IV
Isolation, quantization and viability assays for blood cells, Estimation of clinically important blood/urine chemical constituents, Laboratory animals and their handling, DNA Fingerprinting, Isolation, purification, and characterization of a plant metabolite.

Suggested readings:


FOURTH SEMESTER

MBABT7201: 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), strategic and technology, strategy and industry lifecycle, evaluation of strategy, implementation of strategy, organisation structure and strategy.

References
1. Ghosh, P.K., Strategic Planning and Management, Sultan Chand and Sons, New Delhi.

**MBABT7202: CUSTOMER RELATIONSHIP MANAGEMENT AND SALES MANAGEMENT**

**Objective:** The course aims to develop in the students an understanding of the concepts, importance, benefits and principles of customer relationship management within the context of marketing strategy. It also aims to familiarize the students with the fundamentals of sales management so as to enable the students to effectively manage a sales force.

**UNIT I**

Introduction to CRM: definition, components, scope, evolution, importance and transformation of customers, touch point analysis, customer value, customer relationship styles, types of customers and customer value, customer lifetime value, customer value and customer satisfaction as precursors to CRM, value co-creation, customer value management, analysing profitability of customers: value chain analysis, customer defection, closed loop marketing, customer retention: importance, stages, measurement of customer expectations: managing and delivering, consumer research, CRM measurement, e-CRM: basic concepts, importance, benefits, steps and success factors in e-CRM, merging CRM and the internet, and barriers to internet adoption.

**UNIT II**

Developing and deploying CRM strategy: CRM program life-cycle, building blocks of CRM, components of CRM infrastructure: information, process, technology and people and their integration, technology for customer relationship, delivering the customer offer, issues
in customer privacy, CRM measurement, Analysis of CRM strategies and approaches practised by successful business houses in India and abroad, emerging trends in CRM.

UNIT III

Introduction to sales management: nature, scope & its evolution, relationship between selling & marketing, selling strategies, selling & buying styles, selling skills, sales in the era of CRM, sales related marketing policies: product, distribution, pricing & personal selling policies, negotiation strategies.

UNIT IV

Sales organization: types of sales structure, management of sales territory, sales quotas, sales budget, sales control & cost analysis, organizing & staffing sales force: selection & recruitment of sales force, sales training, motivation & compensation, strategic role of information in sales management, ethical & legal issues in sales, evaluating of sales force performance.

References

4. Lancaster & Jobber, Selling & Sales Management, Pearson Education.

MBABT7203: 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


MBABT7204: SEMINAR ON BIOTECHNOLOGICAL PROCESSES

Objectives: To expose the students to the protocols adopted by industry for production of biotech products.

UNIT-I

Antibiotics, Biotransformations, Vaccines, Therapeutic proteins, Alcoholic beverage, Dairy products (cheese and yoghurt), Mushroom

UNIT-II

Bioflavors, Vitamins, Citric acid, Enzyme immobilizations, Biosensors, Bioplastics, Transgenic animals (mice, cattle, sheep, pigs), Animal cloning, Gene therapy.

UNIT-III

Transgenic plants: Insect resistance, Microbial resistance, Abiotic resistance, Improvements in crop yield and improved nutrition, Transgenic plants as bioreactors, Biofertilizers.

UNIT-IV

Industrial production of phytopharmaceuticals (alkaloids, paclitaxol, colchicine), Industrial production of dosage and forms of active pharmaceutical ingredient (API), Tablet formation, Emulsions, Suspensions, and other liquid formulations.
Suggested readings:


MBABT7207: SEMINAR ON INTELLECTUAL PROPERTY RIGHTS AND BIOTECHNOLOGY

Objective: The focus of this paper is to sensitise the participants on the intellectual properties and its various kinds of infringements and the legal remedies available for its protection. Emphasis is on the case-laws for better understanding and assimilation of salient provisions concerning intellectual property protection.

UNIT I
Intellectual Property: definition and scope, nature and scope of intellectual property law, its role in Economic and Industrial Development, general features of Pans Convention, 1967; Trade and Merchandise Marks Act, 1958; Trade Marks Act, 1999; definition of trade mark, registration of trade mark, infringement of trade mark and suits for infringement.

UNIT II
Patents Act, 1970; Copy Rights Act, 1957; nature, rights conferred by copyrights; infringement and remedies for infringement, World Trade Organisation, consultative machinery at WTO, salient provisions regarding TRIPS and TRIMS, good manufacturing practices.

References:
**MBABT7208: WORKSHOP ON INSTRUMENTATION IN BIOTECHNOLOGY**

**Objectives:** To expose the students to the instruments used in the field of Biotechnology

**UNIT-I**

*Bioreactors:* Introduction to a bioreactor design, Control panels of a bioreactor, Types of bioreactors, Operation of bio-reactors. *Microscopy:* Light microscope, Florescent microscope, Phase contrast microscope, AFM, TEM, and SEM.

Spectrophotometery (UV/Visible spectrophotometer), Mass spectroscopy- Infrared and Raman spectroscopy, NMR, GCMS, LCMS.

**UNIT-II**


*Radiography counters* - GM counter and Scintillation counters.

**Suggested readings:**


