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

MBA (EXECUTIVE)

For the Session 2015-2016
MBA (EXECUTIVE)

SCHEME OF EXAMINATION

Note:  1. Examination in each subject will be of 3 hours duration.

2. Maximum marks for external/written examination is 80 marks and internal assessment is 20 marks (on the basis of assignments)

Instructions to the paper setters:

There will be four Units. There will be 10 questions in all, two/three questions from each unit. The Students are required to attempt five questions in all selecting at least one question from each unit.

FIRST SEMESTER
SESSION 2015-16

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<tr>
<td>MBAEX6101</td>
<td>MANAGERIAL ECONOMICS</td>
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<tr>
<td>MBAEX6102</td>
<td>QUANTITATIVE TECHNIQUES FOR MANAGERIAL APPLICATIONS</td>
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<td>MBAEX6103</td>
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<td>MBAEX6104</td>
<td>ACCOUNTING FOR MANAGERS</td>
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SECOND SEMESTER

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<tr>
<td>MBAEX6201</td>
<td>BUSINESS ENVIRONMENT</td>
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<td>MBAEX6202</td>
<td>HUMAN RESOURCE MANAGEMENT AND INDUSTRIAL RELATIONS</td>
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<tr>
<td>MBAEX6203</td>
<td>FINANCIAL MANAGEMENT</td>
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<td>MBAEX6204</td>
<td>MARKETING MANAGEMENT</td>
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<td>MBAEX6205</td>
<td>INFORMATION TECHNOLOGY FOR MANAGERS</td>
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Note: A student must exercise the option to be taken in 3rd & 4th semester by 30th April otherwise the option will be given by the department itself. Option will be given if the minimum number of students in each group is more than 50.
THIRD SEMESTER

MBAEX7101  Strategic Management  100
MBAEX7102  Managing Across Cultures  100

Select any one group:

GROUP A:  MARKETING & INTERNATIONAL BUSINESS

MBAEX7103  Services Marketing  100
MBAEX7104  Global Marketing  100
MBAEX7105  Advertising and Consumer Behavior  100

GROUP B:  FINANCE

MBAEX7106  Management Control System  100
MBAEX7107  Security Analysis and Portfolio Management  100
MBAEX7108  Strategic Cost Management  100

GROUP C:  HUMAN RESOURCE MANAGEMENT

MBAEX7109  Organizational Development  100
MBAEX7110  Executive Compensation  100
MBAEX7111  Managerial Effectiveness  100

FOURTH SEMESTER

MBAEX7201  Corporate Governance  100
MBAEX7202  Business and Marketing Research  100
Select the group already opted in 3\textsuperscript{rd} semester:

**GROUP A:** MARKETING & INTERNATIONAL BUSINESS

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<th>Course</th>
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<td>MBAEX7203</td>
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<tr>
<td>MBAEX7204</td>
<td>International Financial Management</td>
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<tr>
<td>MBAEX7205</td>
<td>Strategic Brand Management</td>
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**GROUP B:** FINANCE

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<td>MBAEX7206</td>
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<tr>
<td>MBAEX7207</td>
<td>Financial Statement Analysis</td>
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<tr>
<td>MBAEX7208*</td>
<td>International Financial Management</td>
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**GROUP C:** HUMAN RESOURCE MANAGEMENT

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<td>MBAEX7209</td>
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<td>MBAEX7210</td>
<td>Industrial Psychology</td>
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<td>MBAEX7211</td>
<td>International Human Resource Management</td>
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*Common syllabus*
MBA (EXECUTIVE)
FIRST SEMESTER
MANAGERIAL ECONOMICS

MBAEX6101

Objective: To study the basic concepts and tools of economic analysis as relevant for business decision making.

UNIT-I


Individual Demand, Market Demand, Kinds of Demand, Determinants of Demand, Demand Functions, Demand Schedule and Law of Demand, demand forecasting.

UNIT-II

Theory of production- Production function for a single product, technological progress and the production function, production function of a multi product firm. Cost Theory traditional, modern and engineering, empirical evidence on the shape of cost; the relevance of cost theories in business decision making; business cost and incremental costs.

UNIT-III

Market structure and degree of competition. Profit maximizing price and output in the short run and the long run in perfect competition, monopoly, monopolistic and oligopoly. Price Policy; Pricing under multiple products, discriminatory pricing, oligopolistic pricing, oligopolistic inter dependence.

UNIT-IV

Consumption function, multiplier factors affecting the level of aggregate consumption. Role of investment, Investment Demand Schedule, Keynesian and Classical theory of income employment and output. Wages and employment, evaluation of Keynesian theory of employment, Keynesian theory and underdeveloped countries.

Reference Books:

Mark Hireshey, Managerial Economics, 10th edition, Thomson
Craig Peterson and Lewis and Jain Managerial Economics, Pearson Education
Dr. V Panduranga Rao, Micro Economics-IBS Publication
Keat, Managerial Economics, Pearson Education.
Truett+Trueet, Managerial Economics, 8th edition, Wiley Analysis, Problems, Cases
QUANTITATIVE TECHNIQUES FOR MANAGERIAL APPLICATIONS
MBAEX6102

Objective: This course aims at appraising the students of various quantitative techniques which can facilitate business decision making. This course is to acquaint the applications of operations research to business decision making.

UNIT-I
Introduction to Statistics, Frequency distribution, Measures of Central Tendency, Measures of Dispersion and Skewness. Index Number, Time series analysis.

UNIT-II
Simple correlation and Regression (including Multiple regression) Probability: Fundamental concepts- random experiment, Event, Mutually exclusive events, Exhaustive events. Definition of probability classical and statistical. Concepts of addition law, multiplication law, conditional probability and Bayes Theorem.

UNIT-III
Theoretical Distribution- Binomial Poisson and Normal characteristics and applications. Tests of Significance: Tests of Hypothesis, Type-I and Type II errors, null hypothesis and significance tests, Tests concerning mean difference between mean (large and small samples). Concepts and applications of Chi-square, Students and Fisherâ€™s F- Test.

UNIT-IV
Introduction to operation research an overview. Linear programming, (Graphical Method) Linear programming, (Simple Method) Transportation Problem, Assignment Problems. Inventory and Waiting Line Models, Inventory Control ï Deterministic Models and Probability Models.

References:
1. S. P. Gupta Statistical Method
5. BarryRender and Ralph M Stair, Quantitative Analysis for Management.
7. N. D. Vohra, Quantitative Techniques for Management.
ORGANIZATION BEHAVIOUR

MBAEX6103

Objective: To provide a strong conceptual frame work for the study, understanding, and application of organization behaviour and to apply behavioral techniques to manage human resources in a better manner.

UNIT-I

OB: Fields contributing to OB, Managers’ roles and functions, OB in the context of globalization, workforce diversity- challenges and opportunities for O.B.


UNIT-II


Personality and Emotional Quotient (EQ): The Meaning of Personality, Personality Determinants- Personality Traits The big five model, emotional quotient.

Motivation: From concepts to Applications.

UNIT-III


UNIT-IV


Power & Politics: Definitions of Power-Distinction Between Power and Authority-Bases of Power-Power Structure and Block-impression management-political behaviour in organizations.


Work Stress: Causes of Stress-Organizational and Extra Organizational Stressors-Group Stressors-Individual Stressors Stress coping Strategies.

References:

ACCOUNTING FOR MANAGERS  
MBAEX6104

Objective: To develop understanding of accounting tools and information.

UNIT - I

UNIT – II

UNIT – III

UNIT – IV

REFERENCES:
3. Hilton, Managerial Accounting; Mc Graw Hill.
4. Horngren, Sunden and Ostratton, Introduction to Management Accounting; Prentice Hall of India.
MANAGEMENT FOR ORGANIZATION
MBAEX6105

Objective: To understand the basics of management process and concepts in today’s organization.

UNIT – I

UNIT - II

UNIT - III

UNIT - IV

References:
1. C. Herbert G. Hicks C. Ray Gullet, Organization Theory and Behaviour
2. Claud S. George, The History of Management Thought.
3. R. N. Singh, Management Thoughts and Thinkers.
4. Rue and Byors, Management Theory and Application.
5. B. S. Pugh (edt.), Organization Theory: Selected readings.
8. David Clutterback andStuart Crainer, Makers of Management.
12. Peter Drucker, Managing in a time of great change.
SECOND SEMESTER

BUSINESS ENVIRONMENT
MBAEX6201

Objective: To make the students conversant with the external business environmental factors that impact the business decision making.

Unit –I
The concept of business environment. The Socio cultural environment.
- Significance Nature & Interaction Matrix of different environmental factors.
- The process of environmental Scanning.
- Features of Indian Socio-Cultural environment and its implication on industrialization & growth.
- Emergence of new demand for consumer goods and consumerism as an emerging force.
- Social responsibility of business.

Unit-II
The Political Environment
- The political dimensions of doing business in India.
- The relationships between government & Business.

Unit-III
The Economic Environment
- The philosophy, strategy & planning in India.
- The monetary and fiscal policies and the union budget as an instrument of economic growth.
- The foreign trade policy of India.
- The Industrial policy and the Economic reforms and its impact on Indian Business.
- Globalization & Liberalization : Threats & opportunities for Indian Business.

Unit-IV
The Technological & The International Environment.
- The problem of sophisticated technology in a labour surplus economy, India’s policy for R &D.
- WTO and its impact on Indian Business.
- Role of MNC’s, FII’s, NRI, IMF and World Bank in giving impetus to Indian Business.
- Trade Barriers: Trips & Trims etc and its implication for Indian Business.

References:
2. Dr. S. Chakravarty, Development Planning.
3. N. K. Sengupta, Government and Business in India.
5. I. J. Ahluwalia, Industrial Growth in India.
6. V. S. Ramaswamy and Name Kr. Strategic Planning for corporate success.
9. V. K. Puri & Mishra, Indian Economy Ch. 3, 4, 5, 8.
Objective: To help students understand, appreciate and analyze work force at the managerial and non-managerial levels. The course also facilitates learning of various concepts, new trends and skills required for Planning, managing and development of human resources for organizational effectiveness.

UNIT – I


Human Resource Management at work: Line Vs Staff Authority-Globalization and its impact on HR-IT Systems and HR.


UNIT – II

Human Resource Planning (HRP): Definition-Need and Importance of HRP-Process of HRP-Levels and Types of HRP-Forecasting Demand for employees-Forecasting supply for employees-Balancing supply and demand consideration-HP Model.


Quality of Work-Life-Emerging Trends: The concept of Quality of Work Life (QWL)-Strategies for Improving QWL, Family integration Processes, Quality Circles. HR audit Need & Importance.

UNIT – III


Managing Careers: Concept-Career stages-Career Anchors-Career Development Cycle-Benefits of career planning to individual as well as organization-Internal mobility: promotions, transfers, Separation and Succession planning.

UNIT – IV


Grievance Handling: Grievance-Causes/Sources of Grievances-Grievance Redressal Machinery-Model Grievance Procedure Legislative Aspects of the Grievance Redressal Procedure in India. Domestic enquiry, Discipline and disciplinary actions-Dismissal and Discharge of an employee-Trade Unions.

TQM and Emerging Trends in Human Resource Management.

References:

5. Bohlander & Snell, Managing Human Resources
8. Wayne F Cascio, Managing Human Resources, 5e
FINANCIAL MANAGEMENT  
MBAEX6203

Objective: To impart the students a thorough knowledge about the issues involving financing policies and investment decision making in a business.

UNIT – I

UNIT – II
Cost of Capital, Capital Structure and firm value, Capital Structure Decision. Dividend theories; determinants of dividend policy.

UNIT – III

UNIT – IV

References:
1. James, C. Vanhorne : Financial Management and Policy
MARKETING MANAGEMENT
MBAEX6204

Objective: The objective of the course is to familiarize the students with the basic concepts and principles of marketing and to develop their conceptual and analytical skills to be able to manage marketing operations of a business firm.

UNIT-I
Introduction to Marketing Management; Marketing - Meaning and approaches, Role of Marketing in Organizations, 4Ps & beyond, Marketing Challenges, Marketing Process and Marketing Planning, Marketing information system.

UNIT –II

UNIT –III

UNIT–IV
Pricing, Distribution and Promotion Pricing- Influencing factors, Approaches, Strategies and programmes.

Reference Books:

Objective: To provide basic concepts of information system and related information technologies like Database and Computer networks. To enable the end user to develop simple information systems using Personal computer and tools.

UNIT–I

Information System (IS) Concepts:

Information System Development:
Concepts: Approaches to IS Development, System Development Life Cycle (SDLC), Prototyping RAD, Phases in SDLC, Requirement Analysis, Design, Implementation and Maintenance, Make or Buy Decision for IS Development.

UNIT–II

Information Technology for IS:
Database Management: Basic concepts, Data Models, Advantages of Database Approach, Overview of E-R Modeling, Entity, Attributes, Relationships, Key Concepts, Normalization, Basic Normal Forms, overview of SQL.

Developing Access Database: Defining fields for a table, choosing required data types, defining fields properties, setting primary key, defining indexes, saving the table, modifying table structure, establishing relationship among tables, entering and viewing data from tables, creating queries by example, running a query, building queries using Expression builder.


UNIT–III

Information Systems in Business:

Information Systems in Functional Areas: HR, Marketing, Finance, Production; sources of competitive advantages, IS for Competitive Advantages.

IS Security: IS security, IS vulnerability and computer crime, protecting information system, Disaster Recovery Planning, Auditing.

UNIT–IV

Web Technologies: Tools and Technologies for making web page operational web servers.

Current Developments: Concepts of Data ware housing, Data Mining, Internet 2, Mobile communication.

Reference Books:
3. J. A. Brady, EF Mark, Advanced cases MIS.
5. Curtis Frye, Microsoft Access; Plain and Simple.
THIRD SEMESTER
MBAEX7101: STRATEGIC MANAGEMENT

Objective: The main objective of the course is to expose the learners to the strategic issues in decision making.

UNIT- I


Defining strategic intent: Vision, Mission, Goals & Objectives, 7S strategic framework, ethical decision making.

UNIT- II

Environmental Analysis: External environmental analysis, macro and micro environment analysis, PEST, Porters five forces, competitive analysis (resource similarity and market commonality), EFAS, industry life cycle.
Internal environment analysis: Internal environment, tangibles and intangible resources, Evaluating Corporate resources (resource based view and industry based view), strengths, core competencies, frameworks like VRIO, IFAS, value chain analysis.

UNIT- III

Corporate strategy: Introduction, Definition, Scope, Directional Strategies (Growth, Stability and Retrenchment Strategies), Portfolio Analysis, Corporate Parenting.
Functional level strategies: Introduction, Definition, Scope, Stuck in the Middle, Strategies to Avoid, Strategic Choice.

UNIT- IV


Role of Leadership, Corporate Culture and Values and Corporate Social Responsibility in Strategic Management.

References for further readings:
Srinivasan, R., Strategic Management: The Indian context, Prentice Hall.
Andrews, Kenneth., The Concept of Corporate Strategy, Erwin Homewood.
Porter M. E., Competitive Strategic, The Free Press.

MBAEX7102: MANAGING ACROSS CULTURES

Objective: The objective of this course is to sensitize global managers about the significance of understanding and appreciating cross cultural differences in today’s dynamic and competitive business landscape.

UNIT – I
Introduction To Cross Cultural Management: Understanding Culture, Dimensions of Culture, Significance And Impact Of Cross Culture On Organizations.
Role of Culture in Strategic Decision Making: Influence of National Culture on Organizational Culture.
Shift In Culture: Significance Of Shift In Culture, Influence Of Economic Factors And Foreign Intervention On Shifts In Local Cultures.

UNIT – II
Comparing Cultures: Cultural and Behavioral Differences across the World, Understanding Models for Comparing Cultures- Theories of Hofstede, Edward T Hall, Kluchohn & Strodtbeck.

UNIT – III
Cross Cultural Human Resources Management: Staffing and Training for Global Operations, Global Staffing Choices; Expatriates or Local Managers.
Dynamics Of Cross-Cultural Leadership: Introduction, Theories of Leadership, Measuring Cross Cultural leadership. The GLOBE dimensions of leadership.

UNIT – IV
Cross-cultural Negotiation & Decision making: Culture and Dispute, Resolution of Conflicts and Disputes in cross context.
Emerging Models of Strategic Management: In International Context, Achieving and Sustaining International Competitive Advantage; International Strategic Alliances,

References for Further Reading:
Objective: The objective of the paper is to enable the students to appreciate the significance of marketing the services efficiently and effectively in today's service driven economy.

UNIT I

Introduction to services: Meaning and need for services marketing, Service and technology, Differences in goods versus services marketing, Service marketing mix.

Customer Expectations and perception of services of Services: Meaning and types of services expectations, Factors that influence customer expectations of services, Model of customer service, Customer satisfaction, Service quality, Service encounters, Strategies for influencing Customer perceptions. Understanding customer Expectations & Perceptions through Marketing Research.

UNIT II

Service Recovery: Impact of service failure and recovery, Service recovery paradox, Switching versus staying post service recovery, Service recovery strategies.

Service Development & Design: Challenges of service design, Service redesign, Stages in new service development, Service blueprinting, High performance service innovations.

Physical Evidences and Servicescape: Types, Role and Framework for understanding servicescape effects on behavior, Approaches for understanding servicescape effects, Guidelines for physical evidence strategy.

UNIT III

Employees’ Role in Service Delivery: The critical importance of service employees, Boundary/spanning roles, Hire the right people, Develop people to deliver service quality, Retain the best people.

Customers’ Role in Service Delivery: importance of customers in service delivery, customers' roles, Self-service technologies, Strategies for enhancing customers' participation, Managing the customer-mix.

UNIT IV

Pricing of Services: Services prices for consumers, Marketing segmentation pricing.
Integrated Gaps Model of Service Models of Service Quality: Gaps model of service quality, Gronroos’ perceived service quality model, SERQUAL, Zeithaml’s RATER model, Kano’s two factor model.

Organizing for Change Management & service Leadership: Service-profit chain, Qualities associated with service leaders, Reducing inter-functional conflicts, Change management, Evolution versus turnaround, Valuating leadership potential, Leadership culture & climate.

References for further readings
Payne, Adrian.,The Essence of Services Marketing, Prentice Hall of India, New Delhi.
Nargundhar, Rajendra “Services Marketing” Tata Mcgraw Hill, New Delhi.
MBAEX7104: GLOBAL MARKETING

Objective: The objective of this course is to expose the learners to a conceptual framework of Global marketing.

UNIT I

Introduction to global marketing, the process of international marketing and transition from domestic to transnational marketing, trade theories, rationale for global trade, benefits of international trade, trade barriers.

Global markets dimensions of global markets, segmenting global markets

The Global Marketing Environment, environmental analysis and its influence on Global marketing (political, legal, cultural and social environment).

UNIT II


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

UNIT III

Global pricing strategies: environmental influences on pricing decision

Global Marketing Channels and Physical Distribution: channel structure, channel strategies for foreign market entry; social and cultural environment and its influence on international marketing

UNIT IV

Global Marketing Communications Decisions: Promotional strategies in international marketing, international marketing organization and control.

Information technology and Global Marketing.

Emerging issues in global marketing: integrated approach to international marketing.

References for further readings:

Cateora, P. R., Graham, J. L., International Marketing, McGraw Hill.
Subhash C. J., International Marketing, Cengage Learning India Pvt Ltd
Objective: The objective of the paper is to acquaint the learners with the concepts, techniques and applications for developing effective advertising programme by understanding consumer behavior

UNIT I


The major players in advertising. Advertising agency, Brand manager, market research firms, Media, Type of agencies. Structure of an agency and its functions. The process of developing an advertisement.

UNIT II

Objective Setting and Market Positioning: DAGMAR Approach and Determination of Target Audience and understanding them. Assumptions about consumer behavior an advertiser makes.


UNIT III

Introduction to Consumer Behaviour; Consumer Behaviour and Marketing Strategy. Methods of consumer research, Applications of consumer behaviour knowledge in marketing. Contributing disciplines and areas like psychology, social psychology, economics, anthropology etc. Diversity of consumers and their behaviors. Profiling the consumer and understanding their needs.

Consumer Decision making process and decision making roles Information Search Process; Evaluative criteria and decision rules. Involvement theory and applications.

UNIT IV


References for further readings:

Belch, G.E. and Belch, M. A., Introduction to Advertising and Promotion, Irwin Publishers, Chicago USA.
GROUP B: FINANCE

MBAEX7106: MANAGEMENT CONTROL SYSTEMS

Objective: The object of the course is to help the learners understand and evaluate management control systems for efficient organizations.

UNIT I

Strategies and Management Control: Strategic Planning, Nature and Process of Strategic Planning, analysis of Programs, Management Control and Operational Control,

UNIT II

Responsibility Centers: Expense Centers, Profit Centers and Investment Centers, Revenue Centers, Marketing Centers.
Transfer Pricing: Meaning, Objectives, Methods, Pricing Corporate Strategy, Related numerical problems Ì Return on Investment, Economic Value Added, Measuring Asset Employed.
Reward and Compensation: Characteristics of Incentive Plans, Stock Options, Phantom Shares, Performance Shares

UNIT III

Performance Measurement: Meaning, Technique, Interactive Control, Capital Budgeting and Ratio Analysis as a tool to management performance measurement.

UNIT IV

Audit Function: Introduction to Audit Function as a control tool covering Financial Audit, Internal Audit and Cost Audit, Management Audit Ì Principles
and Objectives.
Management Control Systems in Service Organizations, Multinational and Export Organizations, Financial and other Organizations.

References for further readings:

Maciariello and Kirby, Management Control Systems, Prentice Hall of India.
MBA EX 7107: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objective: To enable the students to understand various techniques of analysis used in security analysis, portfolio analysis and efficient portfolio management.

UNIT – I

Technical and Fundamental Analysis: Economic Analysis, Industry Analysis, Company Analysis

UNIT – II

Forms of Market Efficiency: Random Walk Theory, weak, semi-strong and strong form of efficiency.

Valuation of Securities: Valuation of Bond/ Debentures, Equity and Options, Analysis of risk-duration, modified duration and convexity.


UNIT – III


Portfolio Selection: Concept of Portfolio Selection, Optimal Portfolio, Objectives, Risk & Investor Preferences, Investment Constraints, Cut-Off Rate And New Securities, Efficient Frontier And Portfolio Selection.

UNIT – IV


Portfolio Revision: Meaning, Need, Techniques of Portfolio Revision.

Reference Books:

Fuller & Farrel, Modern Investment & Security Analysis, McGraw Hill.
MBAEX7108: STRATEGIC COST MANAGEMENT

Objective: To enable the learners to understand cost management system and develop an insight into application of cost analysis from strategic perspective.

UNIT I


Cost Driver Analysis & Activity Based Costing: Activity Based Costing, Activity Based Management, Difference between Activity Based Costing & Activity Based Management.

UNIT II

Value Analysis: Meaning of Value Analysis and value addition, Porter’s Value Chain Analysis, Strategic Application of Value Chain Analysis.

Strategic Positioning Analysis: Critical Success Factors and SWOT Analysis.

Waste Management: Scraps, defectives etc.

UNIT III


Productivity improvement: Various tools and techniques including Kaizen, TQM and Six Sigma.


UNIT IV


Cost Management through TQM System.

References for Further Reading:
Shank, Govindarajan, Strategic Cost Management, Free Press.
GROUP C: HUMAN RESOURCE MANAGEMENT

MBAEX7109: ORGANIZATIONAL DEVELOPMENT

Objective: The object of the course to provide an in depth understanding of OD and its significance in the long term survival of the organizations.

UNIT-I

Organizational development: Definition of OD, Nature and characteristics of OD, history of OD, Values assumptions and beliefs in OD

Process of organizational development: diagnosis, the action component; OD interventions, the program management component.

Foundations of OD: Methods and theories of planned change, systems theory, participation and empowerment, teams, parallel learning structures, and normative re-educative strategy of changing.

UNIT-II

OD interventions: Classifying OD interventions. Action research and OD

Team interventions: teams and work groups, team building, process consultation, Gestalt approach and various techniques in team interventions.

Intergroup and third party interventions: Intergroup and third party interventions, organization mirroring and partnering.

UNIT-III

Structural Interventions- Restructuring organization, reengineering, employee involvement, work redesign, quality circles, MBO and appraisal, QWL, TQM etc.

Strategic Interventions: Organization and environment relationships, organization transformation, Issues in consultant client relationships,

UNIT-IV

Organizational Development in global context, organizational development in service sector.

OD Practitioners: Role, competencies requirement, professional ethics and value and experiences, Future trends in OD.

References for Further Reading:
French, Wendell L. and Lecll H. Bell, Organization Development, PHI, New Delhi.
Chowdhury, Subir, Organization 21C, Pearson Education.
MBAEX7110: EXECUTIVE COMPENSATION

Objective: This course is designed to promote understanding in issues related to compensation in corporate sector and impart skills in designing, analyzing and restructuring compensation management system, policies and strategies.

UNIT- I

Executive Compensation: Introduction, Role and importance of compensation in organizations, Theories of Executive Compensation: Economic and behavioral theories, social scientists approach, administrative contingency, agency theory, stakeholders’concept etc. related to compensation;

Strategic perspectives of Executive Compensation, Executive Compensation as a motivational tool.

UNIT-II

Understanding equity in Executive Compensation: Internal and external equities in compensation system, determining the worth of jobs; understanding inter and intra-industry compensation differentials.

Designing pay structure and administrating compensation package; understanding different components of compensation package like fringe benefits, incentives and retirement plans, Pay for performance plans.

UNIT-III

Executive Compensation for special groups: Corporate Directors, Chief Executives, Senior Managers; components of executive compensation package.

Compensation of professionals and knowledge workers, R&D staff, sales compensation plan.

International compensation: understanding expatriate pay package and approaches to international pay.

UNIT-IV

Statutory provisions governing different components of reward system; working of different institutions related to reward system like wage boards, pay commissions.

Role of trade unions in compensation management.

Executive perks and tax planning.

References for Further Reading:

Milkovich, George T and Newman J.M., Compensation, Tata McGraw Hill.
Henderson, R.O., Compensation Management, Pearson Education.
Martocchio, J.J., Strategic Compensation, Pearson Education.
Armstrong, M and Murlis H, Reward Management, Kogan Page, UK.
MBA EX 7111: MANAGERIAL EFFECTIVENESS

Objective: The object of the course is to enable the learners to appreciate and understand the role and significance of multiple intelligences in Managerial effectiveness.

UNIT I

Managerial Effectiveness: Definition, meaning and types of managerial effectiveness.
Models of Managerial Effectiveness: Models of managerial effectiveness, measuring effectiveness, enhancing effectiveness.
Role of Multiple intelligences in Managerial & Leadership Effectiveness: Meaning, Concept, Types of Multiple Intelligences, Significance of Multiple Intelligences.

UNIT II

Emotional Intelligence: Definition, importance, types of emotions; Understanding the needs & feelings of self, of others, managing one’s feelings, responding to others in appropriate ways, EI and personality.
Models of Emotional Intelligence: Models of EI, Measuring EI, Enhancing EI at work place, Emotional Labour - Meaning, Concept, Importance. EI and stress coping styles.
Role of Emotional Intelligence in Leadership Effectiveness & Managerial Effectiveness.

UNIT III

Role of Cognitive Intelligence (IQ) in Managerial Effectiveness: Emotional Quotient Vs. Intelligence Quotient.
Role of Moral Intelligence in Managerial Effectiveness: Ability to differentiate the right from the wrong, Doing the right things. Knowing v/s doing the right things, Measuring moral quotient, significance of moral intelligence in managerial effectiveness and organizational success.

UNIT IV

Role of Behavioral Intelligence in Managerial Effectiveness: Behaving appropriately in different situations, Verbal and written communication skills, Non verbal or body language, Other physical behavior, Political skills.
Role of Spiritual Intelligence in Managerial Effectiveness: Understanding that human beings have an animating need for values and a sense of worth in what they seek and do, Responding to that need in appropriate ways, Improving the quality of life for others, Contributing to the society.

References for further readings:
Cooper, R.K. & Sawaf, A., Executive EQ: Emotional Intelligence in Leadership and Organizations, Grosset/Putnum.
Reddin, W.J., Managerial Effectiveness, McGraw Hill.
Objective: The objective of this course is to acquaint learners with concepts of corporate governance and to explore business, financial, political and legal issues affecting systems by which corporations are directed and controlled both in developed and developing countries.

UNIT I

Introduction to Corporate Governance: Meaning, Significance of Corporate Governance, Conceptual framework of Corporate Governance.

Theories and Principles of Corporate Governance: Theoretical Basis of Corporate Governance

Corporate Governance in India: Emergence of Corporate Governance in India, Pioneers in Good Governance Practices, Need for Accounting Standards, Future of Corporate Governance in India

UNIT II

The External Agents and Institutions of Corporate Governance: The purpose of the corporation, for whom does the corporation exist (shareholders, stakeholders, the community, and the state) and their role in Corporate Governance.

The Internal Agents and Institutions of Corporate Governance: Role of Board of Directors, Managers, and Shareholders in Ensuring Corporate Governance

Corporate Social Responsibility

UNIT III

Accountability of managers and stockholders: Defining and enforcing managers' duties, mechanisms of stock holders accountability (through voting and proxy contests, derivative and class actions, takeovers, tender offers, and markets for corporate control)

Facilitators, Role Players and Regulators: Role of regulators, government enforcement in Corporate Governance, legislative (introduction to Indian and foreign initiatives); gatekeepers and access to capital (auditors, investment bankers, rating agencies, exchanges, the financial press).

UNIT IV

Corporate Governance Mechanism and Control: Role of International Standard setting organization (for example OECD), Legislative initiative and proposals worldwide (for example SOX), The Companies (Amendment) Act, 1999, Securities Laws (Amendment) Act, 1999, Committees on Corporate Governance, CII code

Role of SEBI in Promoting Corporate Governance in India.

References for Further Readings:

Kumar, Surendar: Corporate Governance: A question of Ethics, Galgotia publisher.
Balasubramanian, N. Corporate Boards and Governance, Sterling publisher, Harvard
CII: Desirable Corporate Governance: A code, Confederation on Indian Industry.

MBA EX 7202 BUSINESS & MARKETING RESEARCH

Objective: This course aims to provide students with a background in research methods, issues related to conducting marketing research, data analysis, and methods of evaluation related to marketing.

UNIT-I

Introduction: Definition and objectives of Research ñ Types of research, Various Steps in Research process, Research methods vs Methodology. Types of research ñ Descriptive vs. Analytical, Applied vs. Fundamental, Quantitative vs. Qualitative, Conceptual vs. Empirical.
Research Formulation ñ Defining and formulating the research problem - Importance of literature review in defining a problem ñ Literature review, Primary and secondary sources ñ Development of working hypothesis. Theory building in research: Meaning and Goals of theory, Approach to theory building; inductive approach and Deductive approach, Research concept, Construct, Propositions, Variables and hypotheses.
UNIT-II

Research design and methods: Research design - Basic Principles- Need of research design - Features of good design - Important concepts relating to research design - Observation and Facts, types of research designs: Exploratory, Descriptive and Experimentation.

Data Collection & Sampling: Probability and non-probability techniques of sampling. Use of random number tables. Internet sampling, online generation of random numbers, Sample size determination. Methods of data collection. Construction of questionnaire: Objectives and process of questionnaire design.

Measurement and Scaling: Meaning and levels of measurement, Primary scales of measurement: nominal, ordinal, Interval and ratio scale. Scaling techniques: Developing multi-item scale: Process, Scale evaluation.

UNIT-III


UNIT-IV

Qualitative Research: introduction, definition, comparison to quantitative research, brief on different techniques.

Market segmentation, positioning and product development research: what is market segmentation, utility of market segmentation, techniques used for market segmentation research like factor, cluster and Discriminant Analysis. Packaging research, pricing research and advertising copy research.

Research Report and Ethical issues in research

References for further reading:

Malhotra, N. K. Basic marketing research: Pearson international edition USA: Pearson Education.
Exploring Marketing Research, 8th edition, by William G. Zikmund, Thomson/South-Western,
GROUP-A: MARKETING AND INTERNATIONAL BUSINESS

MBAEX 7203: INTERNATIONAL BUSINESS ECONOMICS

Objective: The basic objective of this course is to acquaint the learners with fundamental of international economics principles.

UNIT I


UNIT II

Modes of International Business: Export and Import of merchandise and services; direct and portfolio investment; franchise; joint venture; foreign branches; foreign affiliates and subsidiaries.

The strategy of International Business: Developing competitive strategies and strategic options, technology collaboration and transfer, competing internationally.

Sources of finance for firms in International Business: Eurodollar, syndicated loans, GDR and ADRs and bills of exchange etc.

UNIT III

Trade policies: Tariff and Non Tariff barriers to trade; Role of WTO in International trade policy formation; WTO and its various agreements. Regional Economic Cooperation: Forms and its impact on international business.

International Monetary Systems and Foreign Exchange Market: The evolution of International Monetary System: Relevance and importance of agencies like IMF, World Bank and ADB. Foreign Exchange: Determination of exchange rate under fixed and flexible exchange rate regime; spot and forward exchange rate. Foreign exchange hedging; Instruments of Foreign Exchange markets: futures, forward, swaps and options.
UNIT IV

**Export and Import:** The selection of export markets, planning of export marketing strategy, product pricing, promotion and distribution channel. Changes dimensions of India’s trade policy.

**Foreign Investment:** Growth, direction, source, horizontal and vertical direct investment. Changing dimensions of policy Framework related to FDI and FII in India. The role of Multinational Corporations in international factor mobilization.

**References for further readings:**

Krugman, P. R., International Economics, Pearson Education.
Sundaram, Anant., The international business Environment, Preince Hall of India, New Delhi.
MBAEX7204: INTERNATIONAL FINANCIAL MANAGEMENT

Objective: To acquaint learners with International Finance Management concepts and its Dynamics.

UNIT-I

Intricacies of Foreign Exchange Markets: Spot and Forwards Exchange Rates; Eurocurrency and Domestic Interest Rates; Quotations and market rules.
Parity conditions in International Finance: Purchasing Power Parity; Covered Interest Parity; Real Interest Parity; Parity Conditions and Managerial Implications.

UNIT-II

International Sources of Finance for the firm: Bond Financing (Fixed and Floating Rate Notes); Loan Financing (Syndicates Loans); Securitized Financing (Euro note); Equity Financing (GDR & ADR); Features of Loan Agreements: Loan Negotiations.
International Financing Decision: Issues in Overseas Funding Choices; Economic Circumstances and overall funding Choices; Funding and Risk Management Aspects

UNIT-III

Capital Budgeting & Cost of Capital of a Foreign Investment.
Foreign Exchange Risk Management: Conceptual Overview, Nature of Exposure (Accounting, Economic, Transaction, Translation), Hedging and Speculation of various types of exposure.

UNIT-IV

Managing Interest Rate Exposure
Accounting Implications of Foreign Transactions: Derivatives Accounting, Risk Management in a Treasury.

References for further Reading:
Hodrick, Robert J., Bekhart Geert, International Financial Management-Drenchte Hall of India Ltd.
Shaprio Allan C., -International Financial Management PHI
Madem Vic, International Financial Management, Excel Books
MBA EX 7205: STRATEGIC BRAND MANAGEMENT

Objective: This course is designed to develop the necessary knowledge and skills for creating and managing brands which resonate with customers and allow the marketing organization to build and maintain a loyal and profitable customer base.

UNIT I

Brand And Brand Management: Introduction To Concept Of Branding, Roles Of Brands, introduction to basic terms in branding, brand elements, Brand Identity, Personality and Brand Associations.

Identifying and Establishing Brand Positioning and Values: customer based brand equity, brand positioning.

UNIT II

Planning and Implementing Brand Marketing Programs: elements of brand marketing programs, process, choosing brand elements to build brand equity. Basis of Brand Equity, methods of evaluation of brand, brand planning, brand metrics and value. Brand architecture.

Building brand equity: Integrating Marketing Communications to Build Brand Equity, Leveraging Secondary Brand Associations to Build Brand Equity.


UNIT III

Planning and Implementing Brand Marketing Programs: Integrating Marketing Communications to Build Brand Equity, Leveraging Secondary Brand Associations to Build Brand Equity.


UNIT IV


Brand Audit.

Branding Applications: branding applications in few industries like Sports & Entertainment Branding, Personal & Cause Branding.
References for further readings:

Objective: The course aims at exposing the learners to the developments in the areas of financial markets and services and developing their financial skills.

UNIT-I

Financial System: Constituents and function of financial system, Efficiency indicators of Financial systems. Role and Functions of RBI & SEBI.


UNIT-II

Financial Services in India: Evolution and role of financial services companies in India, NBFCs evolution and Industry Structure in India.


Leasing: Introduction, history and development of leasing, Types of leasing, Evolution of Indian leasing industry. Legal aspects of leasing, lease documentation, lease agreements, Tax aspects of leasing, Income tax aspects, sale tax aspects, lease evolution: the lessee's angle, the lessor's angle, negotiating lease rentals, lease accounting and reporting (AS - 17)

UNIT-III

Mutual Fund: Evolution, types, regulation of mutual funds, performance evolution, design and marketing of mutual fund scheme, analysis and tax treatment of MF scheme MF in India

UNIT-IV

Insurance: Definition, Classification, Principles of Insurance, Rights and obligations of parties, ULIPs

Factoring: Concept, Types, Functions of factor, Legal Aspects, Evaluation of factoring, Factoring services in India, Factoring vis-à-vis bill discounting, credit insurance, forfeiting. Reason for slow growth of Factoring in India. Bill financing: bill of exchange, definition, steps in bill discounting, bill market in India.


References for further readings:

Bansal L., K., Merchant Banking and Financial Services, Tata McGraw Hill
Khan, M.Y., Management of Financial Services, Tata McGraw Hill
Padmalatha, S., Management of banking and financial services, Sultan Chand and Sons
MBAEX7207: FINANCIAL STATEMENT ANALYSIS

Learning Objective: The Objective of this course is to develop the potential in learners to critically analyze the financial statements of a business enterprise.

UNIT-I


UNIT II


Financial Statement and Valuation: Cash flow based and Earnings based approaches

UNIT III

Ratio Analysis: Analysis of Short-term Liquidity and Working Capital Analysis, Profitability Analysis,

Growth and Sustainable Earning Analysis

Accounting Analysis: Creating accounting value, economic value added, and determining accounting as well as earnings quality (detecting accounting, transaction manipulation, disclosure quality, quality of earnings and cash flow forecasts)

UNIT IV

Valuation Analysis of Risk: Analysis of equity risk (operating, financing and price risks), analysis of credit risk (liquidity, capital structure and solvency)

Financial Statement Analysis and Forecasting

Analysis of Inflation and Intangibles on Financial Statements.

References For Further Readings:


MBAEX7208: INTERNATIONAL FINANCIAL MANAGEMENT

**Objective:** To acquaint learners with International Finance Management concepts and its Dynamics.

**UNIT-I**

**Intricacies of Foreign Exchange Markets:** Spot and Forwards Exchange Rates; Eurocurrency and Domestic Interest Rates; Quotations and market rules.

**Parity conditions in International Finance:** Purchasing Power Parity; Covered Interest Parity; Real Interest Parity; Parity Conditions and Managerial Implications.

**Forecasting Exchange Rates:** Fundamental factors Affecting Exchange rates, Time Series Forecasting Models.

**UNIT-II**

**International Sources of Finance for the firm:** Bond Financing (Fixed and Floating Rate Notes); Loan Financing (Syndicates Loans); Securitized Financing (Euro note); Equity Financing (GDR & ADR); Features of Loan Agreements: Loan Negotiations.

**International Financing Decision:** Issues in Overseas Funding Choices; Economic Circumstances and overall funding Choices; Funding and Risk Management Aspects

**UNIT-III**

**Capital Budgeting & Cost of Capital of a Foreign Investment.**

**Foreign Exchange Risk Management:** Conceptual Overview, Nature of Exposure (Accounting, Economic, Transaction, Translation), Hedging and Speculation of various types of exposure.

**UNIT-IV**

**Managing Currency Exposure:** Currency Forwards, Currency Options, Currency Futures, Currency Swaps.

**Managing Interest Rate Exposure**

**Accounting Implications of Foreign Transactions:** Derivatives Accounting, Risk Management in a Treasury.

**References for further Reading:**


Hodrick, Robert J., Bekhant Geert, International Financial Management-Drencte Hall of India Ltd.

Shaprio Allan C., -International Financial Management PHI

Madem Vic, International Financial Management, Excel Books
GROUP C: HUMAN RESOURCE MANAGEMENT

MBAEX7209: HUMAN RESOURCE DEVELOPMENT

Objective: This course is intended to make the learners of capable of applying the principles and techniques of HRD as professionals in organizations they work for.

UNIT I

Human Resource Development: Concept and evolution, need and significance, characteristics, goals, approaches and models of HRD.

Strategic Interventions in HRD Sector and Target Groups: Health, Adult Literacy, Technical and Vocational Education, Environment and Science and Technology, Target Groups; Women, Poor and Unemployed.

HRD mechanisms, processes and outcomes: HRD instruments.

UNIT II

HRD and Management: Attitude of top management towards HRD, Motivational aspects o
HRD, Trends and Practices, Line manager and HRD

HRD culture and climate: Elements of HRD climate, measurement of HRD climate, factors to HRD climate, Determinant needs, developmental supervisor.

HRD for Workers: HRD mechanisms for workers, Role of trade unions.

UNIT III

HRD in Organizations: Government organizations and public sector. HRD in educational institutions. HRD in armed forces, police and industry, private sectors.

Industrial relations and HRD, Utilization of HRD efforts, Future of HRD

UNIT IV

Emerging Issues in HRD: Trends and challenges in HRD, Creating awareness and commitment to HRD,

International comparison of HRD (Commonalities and differences)

References for Further Reading:
Werner, Jon M. and Randy L. Desimone, Human Resource Development, South-Western Educational Publishing.
Nadler, L (ed), Corporate Human Resources Development, Van Nostrand Reinhold.
Greer, Charles ,Strategic HRM-, Pearson Education Asia , New Delhi.
Armstrong, Michael, Strategic HRM-, Kogan Page, London.
Aggarwal, Strategic HRM-, Oxford University Press, New Delhi.
Dessler, Gary. Human Resource Management-, PHI, New Delhi
MBAEX7210: INDUSTRIAL PSYCHOLOGY

Objective: The objective of the course is to acquaint the learners about the Psychology of the executives in the organization by using it to enhance their productivity.

UNIT-I

Introduction to Industrial Psychology: Meaning, Concept, Nature, Scope & Importance
Individual Differences & their evaluation. Occupational Information and its importance in Industrial Psychology.
Personnel Counseling: Objectives, extent & types of Counseling, steps & Techniques of counseling.

UNIT II

Selection of right candidate: By Interview & Application Blank.

UNIT-III

Meaning, Need, Importance of Industrial training, Methods, Individualized training.
Supervision: Introduction, Meaning and evaluation, practices of high and low producing supervisors. Training supervisors.

UNIT IV

Psychological aspects of Labour relations: Introduction, group dynamics formal & informal communication, Union Mgt relations: Sources of conflicts, How to resolve conflicts in organizations.

References for Further Reading
M.L. Blum, J.C. Nayur Industrial Psychology: CBS Publishers
MBAEX7211: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Objectives: The objective of the course is to acquaint the students with International HRM Policies and practices which is very important in the content of globalized world.

UNIT - I

Introduction to IHRM: Concept of IHRM, Issues in IHRM, Barriers to effective global HRM; Cultural & behavioral differences and its relevance and importance in IHRM, Cross cultural studies, theories IHRM trends: Issues and challenges & theory development.

UNIT - II

IHR Planning and staffing: Recruitment & selection, practices and problems. Performance management & appraisal: approaches to performance management, problems and practices, Knowledge Management and IHRM.

UNIT - III

Training & Development: practices approaches and shortcoming in international context. Compensation policies and practices for Expats and International compensation structures, Compensation strategies to attract, retain & motivate executives in the new millennium.

UNIT - IV

Expatriation and Repatriation of executives, issues and challenges. International corporate social responsibility and employment relations Managing people in International context, the international models of IHRM vis. Swedish, Spanish, French, American, British European and Indian, The future of IHRM.

References for Further Readings:
