

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

MASTER OF BUSINESS ADMINISTRATION (EXECUTIVE)

**SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (EXECUTIVE) FOR THE
EXAMINATION OF 2011-2012**

** Comprehensive Viva-Voce of 2nd Semester would be based on papers taught in 1st and 2nd Semester.*

MBAEX6102: BUSINESS STATISTICS

Objective: The objective of this paper is to acquaint the students with various statistical tools and techniques used to business decision making

UNIT-I

Construction of frequency distributions and their analysis in the form of measures of central tendency and variations, types of measures, Skewness-meaning and co-efficient of Skewness. Kurtosis. Index Numbers: Definition and Methods of Construction of Index Numbers; Tests of consistency, Base shifting, splicing and Deflation; Problems in construction, importance of index numbers in Managerial decision making.

UNIT-II

Correlation analysis- meaning & types of correlation, Karl Pearson's coefficient of correlation and spearman's rank correlation, regression analysis-meaning and two lines of regression ,relationship between correlation and regression co-efficient, time series analysis- measurement of trend and seasonal variations, time series and forecasting.

UNIT-III

Probability- basic concepts and approaches, addition, multiplication and Bayes' theorem, probability distributions - meaning, types and applications, binomial, Poisson and normal distributions.

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References

1. Anderson, *Statistics for Business & Economics*, Thomson Learning, Bombay.
2. Anderson, *Quantitative Methods in Business*, Thomson Learning, Bombay.
3. Bhardwaj, R.S, *Business Statistics*, Excel Books
4. Gupta S.P. & Gupta M.P., *Business Statistics*, Sultan Chand & Sons, Delhi.
5. Levin & Rubin, *Statistics for Management*, Prentice Hall of India, New Delhi.

MBAEX6103: ORGANISATIONAL BEHAVIOUR

Objective: This course emphasizes the importance of human capital in the organizations of
to Goh0(o)90.gt 9(0(o)90.(l)TJ)-230(c318(n)-21(i)18(z)-16gh)20(a)4(i)3122(h)20(0(o)70(o)-20()2b30(o)70(o)

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

1. Courtland, B. L. and Thill, J.V., *Business Communication Today*, Pearson Education.
2. Lochar, K.O. and Maczmarch, S.K., *Business communication: Building Critical Skills*, Tata McGraw Hill Companies.
3. Murphy, H.A. and Hilderland, W. and Thomas, P.J., *Effective business communication* Tata McGraw Hill Companies.
4. O'Rourke, J.S., *Management communication: A case analysis approach*, Pearson Education.
5. Rao, S.S., *Handbook for writers and editors*, Vikas Publishing House Pvt. Ltd

UNIT – II

MBAEX6202: BUSINESS ENVIRONMENT

Objective: Judicious decision making in a business organization requires the proper knowledge of the environment in which it has to function. This course aims at orienting the students with all the external environmental forces which affect the decision making process of an organization.

UNIT I

Concept of business environment: its significance and nature, interaction matrix of different, environment factors, process of environmental scanning, environmental scanning of important

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
2. Adhikary, L-2(c)4()-10iness

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 tree analysis.

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:

1. Kalavathy.S., *Operations Research*, Vikas Publishing House, New Delhi.
2. Kapoor, V.K., *Operations Research*, Sultan Chand & Sons, New Delhi.
3. Paneerselvam, R., *Operations Research*, Prentice Hall of India, New Delhi.
4. Sharma, J.K., *Operations Research: Theory and Applications*, Macmillan India Ltd, New Delhi.
5. Taha, H.A., *Operations Research: An Introduction*, Prentice Hall of India, New Delhi.
6. Vohra, N.D., *Quantitative Techniques in Management*; Tata McGraw Hill Publishing Company Ltd.

MBAEX6204: COMPREHENSIVE VIVA-VOCE

MBAEX6205: WORKSHOP ON BUSINESS RESEARCH

Objective: To expose the students to the basic concepts of research methodology and application through practical exercises in the area of commerce and management.

UNIT-I

Introduction to business research: definition, characteristics, types, research process – an overview, review of literature – its role and significance in the stages of research process, theory building, ethical issues in business research, formulation of the research problem and research proposal, hypothesis - definition, formulation and types, research design - definition, types, secondary data – definition, types, sources, evaluation and searches, primary data collection methods - surveys, observation and experiments.

UNIT-II

Fieldwork- preparation of data collection instruments, measurement and scaling concepts, measurement scales, questionnaire (instrument) design, sampling design and sampling procedures, sample size estimation, fieldwork processing of data, data analysis -basic data analysis, hypothesis testing –t test, chi square test, test of proportion, bivariate analysis-tests of differences and measures of association through use of parametric and non parametric tests, report writing, use of computers in research.

References

1. Bryman, A. & Bell, E., *Business Research Methods*, Oxford University Press, New York
2. Carver, R .H. & Nash, J.G., *Data Analysis with SPSS*, Cengage Learning, New Delhi
- 3.

THIRD SEMESTER

- Note .
1. Examination in each subject will be of **3 hours** duration except Strategic Management (532).
 2. The duration of Strategic Management (532) will be **4hours**.
 3. Maximum marks for external/written examination is 50 marks Internal Assessment is 50 marks.

Instructions to the Paper Setters : (Expert for MBA 532: Strategic Management)

IF THERE ARE TWO UNITS : Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.

IF THERE ARE THREE UNITS : Set 10 questions in all. Three or four questions from each unit. The students are required to answer five questions in all selecting at least one question and not more than two from each unit.

IF THERE ARE FOUR UNITS : Set 10 questions in all. Two or Three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

IF THERE ARE FOUR UNITS : Set 10 questions in all. Two questions from each unit. The students are required to attempt five questions in all selecting from each unit.

N.B. Use of non-programmable calculators by the students in the Examination Hall is allowed. The Calculators will not be provided by the University.

THIRD SEMESTER

M.b.e.	510	Human Resource Management and Industrial Relations	100
M.b.e.	511	Marketing Management	100
M.b.e.	512	Financial Management	100
M.b.e.	513	Workshop on Computer Data Processing	50
			Total 350

FOURTH SEMESTER
ANY ONE GROUP EACH HAVING 3 PAPERS

Group A:		MARKETING MANAGEMENT	
M.b.e.	514	Advertising and Consumer Behaviour	100
M.b.e.	515	Sales and Distribution Management	100
M.b.e.	516	Marketing Research and Product Management	100
Group B :		HUMAN RESOURCE MANAGEMENT	
M.b.e.	517	Organisation Development	100
M.b.e.	518	Labour Legislation	100
M.b.e.	519	Negotiating Skills & Participative Decision Making	100
Group C :		FINANCIAL MANAGEMENT	
M.b.e.	520	Financial Engineering	100
M.b.e.	521	Management Control System	100
M.b.e.	522	Strategic Financial Management	100
Group D :		PRODUCTION AND TECHNOLOGY MANAGEMENT	
M.b.e.	523	Total Quality Management	100
M.b.e.	524	Technology Management	100
M.b.e.	525	Advanced Production Management	100

FIFTH SEMESTER

ANY THREE OF THE FOLLOWING

M.b.e.	526	Management Information Systems	100
M.b.e.	527	Small Business Management	100
M.b.e.	528	Management of Environment	100
M.b.e.	529	International Business	100
M.b.e.	530	Management of Rural Development	100
M.b.e.	531	Marketing of Services	100

SIXTH SEMESTER

M.b.e.	532	Strategic Management	100
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ANY TWO OF THE FOLLOWING

M.b.e.	533	a. Money & Capital Market	
		b. Project Management	
		c. Management of change	
		d. Logistics Management	
		e. International Marketing	
		f. Compensation Management	

M.B.A Executive Third Semester

Mbe. 510 : **HUMAN RESOURCE MANAGEMENT & INDUSTRIAL RELATIONS**

Objective : The course aims at familiarizing the participants with the human resource management & Industrial relations with respect to India.

Unit-I

Nature and Scope of HRM : Meaning, Definition, Scope of HRM, Objectives and functions of HRM.

Role and qualities of HRM Mangers, HRM Policies and Principles of H.R.M. Model.

Evolution of HRM, Organization of HRM Department Environment of HRM. Role of Government and other external and internal forces, which effect HRM, functions.

Human Resource Planning and Development of Human Resource Information Systems (HRIS), Job analysis, Job Description & Job specification.

Human Resource (Procurement): Recruitment Process and its effectiveness, Selection Process & its effectiveness, Orientation & Placement, Human Resource Training & Development & its effectiveness.

Unit-II

Human Resource Potential appraisal System, performance Appraisal (meaning and definition, Appraisal Process, Past Oriented methods, new approaches

7. K.K. Ahuja : Industrial Relations : Theory and Practice
8. Arun Monappa : Industrial Relations
9. John T. Dunlop : Industrial Relations System
10. P.P Arya and B.B. Tandon : Human Resource Development 3rd ed. 1998
11. S.D. Tripathi & P.P. Arya : Trade Union Management Relations India
12. P.P. Arya : Trade Union in India : Growth and recognition
13. R.S. Dwivedi : Managing Human Resources :Persones Management in Indian Context

Mbe. 511 : MARKETING MANAGEMENT

Objective : The objective of this course is to help the participants to understand the conceptual framework of marketing management. It also intends to expose the participations to the various decisions the mark(.)-10(n)TJ 59 (i5)6 41()Totti0(e)4()-230(r

Unit-II

Decision relating to product policy including branding and packing; price policies and strategy channel decisions; Management of Physical distribution.

Unit-III

Promotional decision including management personal selling management of advertising and sales promotions ; planning and organization marketing; Marketing Control ; International Marketing Tasks.

Book Recommended

1. Cundiff, Still & Govoni : Fundamentals of Modern Marketing
2. Philip Kotler : Marketing Management : Analysis, Planning & Control
3. Hunt, Shelby : Modern Marketing Theory
4. Stanton : Fundamentals of Marketing
5. Philip Kotler : Principles of Marketing
6. Robert Buzell : Marketing Management
7. Taull, S. Kahle L.R. : Marketing Management
8. Kelley & Lazer : Managerial Marketing : Perspectives and View Point.
9. S.J. Mearthy : Basic Marketing – A Managerial Approach
10. Subhash C. Mehta : Indian Consumers
11. Dholakia, Khurana : Marketing Management, cases & Concepts
12. S. Neelamegham : Marketing Management and the Indian Economy.

M.B.A. (EXECUTIVE) 3RD SEMESTER

Mbe. 512 : FINANCIAL MANAGEMENT

- Objective :**
1. Establish a framework for corporate financial decisions.
 2. Understand major decisions, objective function of the firm and major

Unit-II

Recommended Readings :

1. Brealey, R.A. and Myers, S.C(2003) : Principles of Corporate Finance, Tata McGraw Hill, 7th edition.
2. Chandra, Prasanna (2005) Financial Management, Tata McGraw Hill, 6th edition.
3. Gitman, L.J. (2004) Corporate Finance, Pearson Education, 10th edition.
4. Vanhorne (2004) Financial Management, Pearson Education, 12th edition.
5. Pandey, I.M. (2005) Financial Management, Vikas publishing House, 9th Edition.

Mbe. 513 : WORKSHOP ON COMPUTER DATA PROCESSING

Objective : The course seeks to prove an understanding of the working of the computer

Utilities, Data Base Management
Artificial Intelligence
Flow Charts and Data Flow Diagrams

Unit-III

End User computing using MS-Office package
Word Processing including mail merge, transfer, editing
Spreadsheet Design, Graphics, Macros
Data Base Management Concepts

Unit-IV

Networking Concepts
Netware Basic, Tools and Services on Internet, Browsing, the Net Gophe
File Systems, Netware Menus
Electronic Mail
Fundamentals of Website Design

Unit-V

Data Communication
Client/Server Technology
Interactive Computer Graphics
Computer Viruses

References

1. Raja Raman : Fundamentals of Computers
2. Hunt and Shelley : Computers and Commonsense
3. MS-Office 97 : Training Manual

FORTH SEMESTER

Group : A

Mbe. 514: ADVERTISING AND CONSUMER BEHAVIOUR

Objective : The objective of this course is to help students understanding the various factors effecting consumer behaviour and to understand the process of consumer buying. Based on the understanding of Consumer behaviour, the students are expected to design the advertising, strategy. The course also aims at high-lighting the advertising Scenario in India.

Unit-I

ADVERTISING

involvement decision process. Social and Culture Environment, economic demographics, cross cultural and sub-cultural influences, social stratification, Reference and family reference, life style research and marketing strategy.

Psychological foundations : Learning and behaviour modification information processing. High involvement decision process, problem recognition, search process, non-marketer dominated information sources, Diffusion of innovation, Alternative evaluation process, changing beliefs and attitudes, choice and outcome and purchasing behaviour and retail strategy, Brand loyalty, repeat purchase behaviour.

Unit-IV

Models of consumer decision making Viz, Nicosia model, Howard Sheth Model

Engel Kollet Blackweell model, Seths family decision making model, Bettman information processing model of consumer choice

Intermediate markets and their behaviour

Books Recommended

1. Aaker, Myers : Advertising Management
2. Wright, Warner, Winter and Zeigier : Advertising
3. James S. Norris : Advertising
4. Long G. Schiffman & Kanuk : Consumer Behaviour 3rd Edition Pretice Hall, New Delhi
5. Engell and Blackwell : Consumer Behaviour 3rd Edition
6. Schiffman and Kanuk : Consumer Behaviour
7. Walters : Consumer Behaviour
8. Holleway, Mattelshaedit and Venkatesan : Consumer Behaviour

Mbe. 515 : SALES AND DISTRIBUTION MANAGEMENT

Objective : The objective of this course is to acquaint the students with the fundamentals of sales management to business. The course also deals with the relationship between sales function and distribution.

Unit-I

Sales Management Environment

Routing and Scheduling

Function and qualities of a sales Executive (Effective Sales Executive)

International sales Management

5. Benson P.Shapdiro : Sales Programme Management
6. Relper E. Anderson J. Beph F. : Professional Sales Management
Haur, Alex J. Bush, Mcgraw Hill,
Ed.
7. Johnson, Kurtz and Scheving Tata : Sales Management : Concepts and cases
Mcgraw Hill

Mbe. 516 : MARKETING RESEARCH AND PRODUCT MANAGEMENT

Objective : The course is intended to help students planning to become marketing to develop their thinking about the nature of research in marketing to get acquainted with various research concepts, techniques and procedures and to develop their ability to conduct, evaluate, use and present research findings. The course will also develop an understanding of the job of the product manager and of the tools and strategies available to them for dealing with different stages and contingencies in the life of the brand.

Unit-I

Production to the Marketing Research Process-Scope of Marketing

Research Procedure. Phase in Marketing

Research Procedure including Research Design

Selected Applications of Marketing Research

Project Research : Developing Product, Specifications and Attributes, Product Testing, Test Marketing

Package Research

Advertising Research : Advertising Objectives and Product Appeals, Copy Testing, Media Research, Measuring effectiveness of advertising

Market and sales Analysis Research : Markets Potential Analysis, Sales Analysis , Sales Forecasting identifying. Market Segmentation, Consumer Panel Shop Auditing, Shop census.

Unit-II

Organising for product management, the product manager's job planning and control systems for product management

Product development – processes and challenges, commercializing innovative technology. Project management and project manager in new product developing, product portfolio planning.

Marketing strategy in the following type of markets-rapidly growing value and satiated

Product recall, product relaunch

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

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

References

1. Agarwal, S. : Marketing Research
2. Boyd, Westfall and Stasch : Marketing Management
3. Churchill, G.A. : Marketing Research, Methodological Foundation
4. Crouch, S. : Marketing Research for Managers
5. Ferber, R. : Handbook of Marketing Research
6. Gren, Tull and Albauni : Research for Marketing Decision
7. Tull and Hawjkins : Marketing Research – Measurement and Method
8. Luch D.J(- 20(g)-1)20()-10J -230.50TJ ent aegg7(t)-22()-10(a)4(n)20(d)-10(M)9(e)4(t)-28 0 Td 2gnv/

Group : B

Mbe. 517: ORGANIZATION DEVELOPMENT

Objective : The course develops and analytical and Operational to planned system wise organisational change. Organisations today are faced with the dilemma of how to integrate the organisational objectives with the goals of the individual working for it. To resolve this dilemma in our rapidly changing environment and to ensure that competing or confliction groups move towards a collaborative way of work, several changes in the organization structure, process and behaviour are necessary. This is sought to be achieved through a planned management change effort broadly termed as organization development.

Unit-I

O.P. Concept, Nature, Meaning, Definition and Need Values, Assumptions and Beliefs of O.D. foundations of O.D. Process of O.D. Planned manage.

Unit-II

Team Interventions, Intergroup and Third Party Peace Marking Interventions.

Unit-III

Comprehensive Interventions – Managerial Grid, Confrontation Meting, Survey Feedback.

Unit-IV

Structural Interventions –Work redesign Quality of work life, Quality Circles, Paralled, Learning Structures. A brief introduction to T.Q. M. and Business Process Reengineering, M.B.O.O.D. strategies at work.

Unit-V

Issues in consultant client relationship, Power, Politics and O.D. Conditions and Techniques for successful O.D. efforts. Future Prospects.

References :

1. Organization Development : Richard Backhand
2. Organisation Development : Warren Bennis
3. O.D. and Change : Edgar and Huse
4. O.D. : French and Bell
5. O.D. for Operating Managers : M.E. McGill
6. O.D. Theory, Practice and Research : French, Bell and Zawacki
7. O.D. and Change : Meenakshi Malhotra
8. O.D. : Mergulies and Raia
9. O.D. : Warner Burke
10. O.D. and Change : T.G. Cummings and C.G. Worley
11. Managing Change : Philip Sadler
12. Reengineering the Corporation A Manifesto for 'Business Revolution' : M. Hammer and J. Champy
13. Process Consultation : Edger Schein

Journals

1. California Mgt. Review
2. Journal of Applied Behavioural Sciences
3. Harvard Business Review
4. Personnel
5. Human Capital
6. H.R. Focus

Mbe. 518 : LABOUR LEGISLATION

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

Unit-I

Legal regulation of employment conditions in India. Law of Master and servant. The concept of

4. P.L. Malik : Industrial Law

5.

Book Recommended :

1.

Unit-I

Introduction of financial engineering, factors contributing to the growth of financial engineering, Knowledge base and skills required for financial engineering.

Unit-II

Determinations of value of financial instruments and products. Time value of money, the required rate of return. Absolute valuations versus relative valuation. Measuring Return and Risk. Portfolio Consideration and investment horizons. Speculation arbitrage and market efficiency.

Unit-III

Physical tools of the financial manager, product development, futures, forwards, swaps and options, Derivative market innovations, Equity and Equity related instruments.

Unit-IV

Financial engineering processes and strategies, asset liability management, hedging and related risk management techniques, corporate restructuring, leveraged buyouts, tax driven deals, takeovers, synthetic instruments.

Unit-V

Future directions in financial engineering. Effect of globalization and technology on financial engineering, Legal aspects of innovative financial product.

References :

1. Johon F. Marshall and Vipul K. : Financial Engineering, P.H. I. Bansal
2. P.G. Apte : International Financial Management
3. Terry J. Watsham, Thomson : Future and Options in Risk Management Business Press

4. Allan C. Shapiro : Multinational Financial Management

Mbe. 521 : MANAGEMENT CONTROL SYSTEM (M. C. S.)

Objective : To develop the abilities of the students to design and evaluate M. C. S.

Unit-I

Nature and scope of M. C. S. – Basic Concepts, Boundaries of Management Control.

Understanding Strategies – Goals, Concept of Strategy, Corporate level, Strategies, Business Unit Strategies. Behaviour in Organisation- Goal congruence, Informal and Formal Control System, Types of Organization. Functions of the Controller.

Unit-II

Management Control Structure – Responsibility Centers, Revenue Centers, Expense Centres, Administrative and Support Centers, Research and Development Centers, Marketing Centers, Profit Centers.

Transfer Pricing – Objectives, Methods, pricing corporate services, Administration of transfer prices.

Measuring and Controlling Assets Employed – Structure of the analysis.

Measuring assets employed, EVA Vs ROL, Alternative Approaches.

Unit-III

Strategic Planning – Nature Analysing proposed, New Programs, Analysing on going Programme. The strategic planning process.

Budget Preparation - Nature, Other Budgets, Budget Preparation Process

Behavioural Aspects, Quantitative Techniques.

Unit-IV

Analyzing Financial Performance – Variance Analysis.

Performance Measurement – Information used in control system

Performance Measurement, The Techniques, Interactive Control

Management Compensation – Characteristics of Incentive Compensation Plans, Stock Option, Phantom Shares, Performance Shares, Performance Criteria and Agency theory.

UNIT -V

4. Horgrew and Dater : Cost Accounting – A Managerial Emphasis
5. Edwin H. Caplan : Management Accounting and Behaviour

Stock Buyback Decisions : Management motivations for share buyback and firm value.

Short Term Financing : Linear Programming Approach (Pogue and Bussard Approach) to Short Term Financing.

Differences in financing of venture, firm, mature, companies in high growth stage, Deal structuring and pricing, Firms in financing difficulty : information problems, conflicts of interest and asset stripping, IPO's and their under pricing.

Unit-III

Role of cost of capital in linking asset and liability sides of business, Consistent valuation and cost of capital expressions with corporate and personnel taxes, Differences between discount rate for all equity financed project and Adjusted Discount Rate.

Unit-IV

Valuation : Valuating Value, Value Based management, putting strategy into shareholder Value

Texts :

Grinblatt, Mark and Sheridan Titman (2003). *Financial Markets and Corporate Strategy*, 2nd edition, New Delhi, Tata McGraw- Hill.

Brealey, Richard A and Stewart C. Myers (2003) *Principles of Corporate Finance*, 7th Edition, New Delhi, Tata McGraw- Hill.

Weston, J. Fred; Mark L. Mitchell; and J. Harold Mulherin (2004) *Takeovers, Restructuring and Corporate Governance*, New Delhi, Pearson Education

Copeland, Koller and Murrin 2000(*Measuring and Managing the value of Companies*, 3rd Edition, John Wiley & Sons.

Damodaran, Aswath (2000), *Valuation*, 2nd Edition, John Wiley & Sons.

GROUP : D

Mbe. 523: TOTAL QUALITY MANAGEMENT

Objectives : The paper aims at making students appreciate the impact of total quality and imparting suffering knowledge of the techniques of quality management.

Unit-I

Introduction to TOM and ISO9000, Total Quality Control, Costumer Focus and Total Waste Elimination (TVE), Quality Assurance

Unit-II

Quality of design and Development, Inspection and Measurement Workforce Teams. Beach Marketing, TQM for Sales Marketing Management.

Unit-III

Business Process Reengineering and Information Technology, Quality Control SOC/SPC, Technology and Product Quality, Quality of After Sales Services Technology and Product Quality

Unit-IV

Organizational for Quality, Reliability as quality characteristics, Quality Leadership, Quality Linked Productivity, Total Quality, Culture and Environment, Cost of Quality

Unit-V

Cost of Quality, Quality Control for Export Units, Quality Maturity and Discipline. Total commitment for Quality. TOM implementation. ISO 9000 series of standards. ISO 9000-1, 9000-2, ISO 9000-3.

References

1. TOM and ISO 14000 : K. C. Arora
2. Total Quality Control : Armand V. Feigenbaum
3. Total Quality Management : Josheph A Partick, Diana S.
4. Total Quality Management Text, Cases and Reading : Joel E. Ross
5. Total Quality Management Essentials : Sarv Singh So -3H

Mbe. 525 : **ADVANCED PRODUCTION MANAGEMENT**

Objective : The Objective of the course in to acquaints with the application of operation and material management to business and industry and help them to grasp the significance to analytical approach to decision making.

Unit-I

**FIFTH SEMESTER
ANY THREE OF THE FOLLOWING**

Mbe. 526 : MANAGEMENT INFORMATION SYSTEM

Objective : The course is designed to develop skills in identifying and analyzing information needs for managerial decision making. The course aims at harnessing, information technology in various functional areas so as to equip in developing prototype systems.

Unit-I

Introduction to information systems.

Information systems for competitive advantage

Systems approach to problem solving

Developing, information system solutions

Management of Information as a resource

Unit-II

Technical aspects of Information systems

Managerial overview of telecommunications and database management

Transaction processing and reporting systems

Decision support systems

Unit-III

Project Planning for M.I.S.

System Analysis and Design

Implementation, evaluation and maintenance of M.I.S

Difficulties encountered in M.I.S. Development

Unit-IV

Data Flow Diagrams

Data Dictionaries

Computer Viruses
Computers, Ethics and Society

- Growth of small business in India
- Small entrepreneur in International business
- Problems of small business
- Industrial sickness in S.S.I. Causes, Consequences and remedial measures.

Unit-II

- Establishing small scale enterprises
- Scanning of opportunities. Choice of enterprise
- Market assessment for S.S. E. –How question of opportunities identification
- Choice of Technology and selection of site – How question of Market entry financing the new and small enterprise.
- Preparation of the Business Plan.
- Operation the small scale enterprises
- Financial Management Issue in S.S. E.
- Operation Management Issue in S.S. E.
- Marketing Management Issue in S.S. E.
- Organisational Relation in S.S.E.
- Performance appraisal and growth strategies
- Management Performance Assessment and Control.
- Strategies for stabilization and growth
- Managing family enterprises. Viability of Family Business; Family Management Practices.

Reference

- | | | | |
|---|----------------------------|---|--|
| 1 | Petroj | : | Small Business Management |
| 2 | D. Anderson | : | Small Industry in developing countries |
| 3 | D. Strenloff and J. Burges | : | Small business management fundamentals,
McGrew Hill, 1980 |
| 4 | Vijay K. Jain | : | Marketing Management for Small Units,
Management Publication Company, 1980. |

Mbe. 528 : MANAGEMENT OF ENVIRONMENT

Objective : The objective of this course is to acquaint the students with the world of environment. This subject will teach students as to what are the impacts and aspects of each business activity in environmental terms and how businessmen are responsible towards environment.

Unit-I

Environmental Management : Fundamentals – Sustainable Development, Implications of human population growth, Limits to growth, Environment and Business Schools; Energy Management. Fundamentals- Fossil Fuels use, Energy production and trade, Energy Balance : Ecosystem Concepts : Basic Concepts and their application in Business, Industrial Ecology and Recycling Industry.

Unit-II

Environmental Management System : EMS Standards, ISO 14000, Environmental Auditing. Clearance/Permissions for establishing industry; Environmental Management & Valuation; Environmental Accounting, Economics – Environmental Taxes Shifts, Green Funding, Corporate Mergers, Environmental Ethics; Environmental Management, Trade and Environmental Management, Debt and Environment.

Unit-III

GATT/WTO Provisions, Environmental Laws; Acts, Patents, IPRS, Role of NGO's PIL; Pollution & Waste Management – Air, Water, Land Pollution, Trade in? Wastes; Water, Forest & Biodiversity Management: Water Resources, Dams and their role; Forest products and trade. Role of Biodiversity in International Trade; Approaches to Corporate Ethics; Bio-ethics.

Suggested Readings

- 1 Uberoi, N. K. : Environmental Management, Excel, A - 45, Naraina Phase-1, New Delhi 2000
- 2 Pandey, G.N. : Environmental Management, Vikas Publishing House New Delhi, 1997

3 Gupta, N. Dass :

Unit-III

Marketing – Agricultural produce, Developing Goofs and home based industry, Rural industrialization and its effects, Cooperative Marketing Structures.

Unit-IV

An evaluation of rural Development, Strategies, Quality of life. How can be improved, Developing rural entrepreneurs, Mass Mobilisation & awakening techniques, Media & its rile in developing leadership grass root democracy.

Book Recommended

- 1 Arora R.S. : Rural Development in India
- 2 A.R. Desai : Rural Development
- 3 A.K. Srivastava : Rural Development
- 4 Netra Pal Jain : Rural Reconstruction India & China
- 5 Rural Development Digest N.I.C.D. Hyderabad (Quarterly)
- 6 Yogna
- 7 Agricultural Situation in India (Monthly)

Mbe. 531 : dia (Mo16(lc25.52 -25)-20(l)82dSituation i5()-9uaG-10(i)10(i) (Mont2()-10(N)2(.-)10(I)13(.-)1

Freight Transportation Services Marketing

Marketing of Financial Services

Bank Marketing

Housing and Financial Intermediation

Mutual Fund Marketing

Marketing of Communication and Information Services

Telecom Services Marketing (Telephone, Paging, D, Cellular, Fax and Others)

Computer Network Services including Internet

Courier and Speed post Marketing Services

Unit-II

Marketing of Media Services

Newspaper Marketing

Broadcasting Services Marketing

Marketing Professional Services

SIXTH SEMESTER

M.B.E. 532 : STRATEGIC MANAGEMENT

Objectives : The objective of this course on corporate strategy is to develop in the students an ability to analyse the strategic situation facing the organization, to access the strategic options available to the organization and to implement the strategic choices made by it. Extensive use of a variety of case studies will help in meeting the objectives of this course.

Era semester paper : The paper will be of **four** hours and will carry 50 marks. **Section A** will be of 20 marks consisting of five question. 2 questions will be set from each unit. The students are required to answers two question selecting one from each unit. **Section B** will be of 30 marks consisting of a compulsory case.

Unit-I

Introduction to corporate strategy

An overview of formulation and implementation of strategy (including various models of strategy formation and implementation).

Mission including various approaches to business model.

Environmental analysis (including various tools of analysis).

Corporate resources and core competencies.

Personal goals and aspirations of top management

Social responsibility and corporate governance

- 8 Gupta, Gollakota and Srinivasan : Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2006.
- 9 Pettigrew & Fenton (eds.) : Innovating Organisation, Sage, 2000.
- 10 Pitts : Strategic Management : Building and Sustaining Competitive Advantage, South Western Thomson, 2004.

ANY TWO OF THE FOLLOWING:

Mbe. 533 (a) Money and Capital Market

The course aims at an analytical study of the composition, nature and functioning of the money and capital markets at London (U.K.) and New York (USA) and in India in general and investment management in particular.

Unit-I

Functions of money and capital markets – money organizations- economic forces at work in money and capital markets; the money markets – compositions institution and operations of the sub-markets. The capital markets-composition, Institutions and operations.

Unit-II

Central banks and the money market- a study of the Federal reserve system bank of England and Reserve bank of India vis- a –vis their role in regulating the operations of money market and

for selection of Securities from debentures, preference shares equity shares Govt. and Municipal bonds and securities of foreign companies, assessment of new issues; Transactions and Mechanics of stock Exchanges. Political risks of investment, effect of monetary and fiscal of Government on prices of shares.

Book Recommended

Unit-I

Private Commercial criteria for project choice, Project cycle, Feasibility, Marketing Feasibility, Financial feasibility.

Unit-II

Brief outline of social cost benefit analysis; rationale, UNIDO and Little Mirrlees approaches, UNIDO-IDCAS Manual, Shadow prices and conversion factors, Applications in India.

Unit-III

Planning and Scheduling Networks, Critical Path, PERT Model, CPM Model, PERT/ COST, Resource leveling and allocation.

Book Recommended

- 1 UNIDO : Guidelines for Project Evaluation, United Nations, 1972.
- 2 Manual for the preparation of Industrial Feasibility Studies, United Nations, 1978.
- 3 Manual for the Evaluation of Industrial Projects, United Nations, 1980.
- 4 IMD little and J.A. Mirrlees : Project Appraisal and Planning in Developing Countries.
- 5 Prasanna Chandra : Projects ; Preparation, Appraisal Budgeting and Control.
- 6 D.W Pearce & C A Nash : Social Appraisal of Projects.
- 7 J.D. Wiest and F.K. Levy : A Management Guide to PERT/CPM, (PH India)

Mbe. 533 (c) MANAGEMENT OF CHANGE

Objective : The change in organization has way of life. The dynamic environments are not letting the organizations maintain quo for a short span even. Unplanned change can be harmful for the success of any organization. The objective this course is to help student learn how to bring about planned change to meet changing environment.

Unit-I

Need for bringing organizational change. Dimensions of technological change. Social and behavioral change. Turbulent environment. The nature of organizational change. Affect of organizational change on work force.

Unit-II

Understanding corporate outline-roots of culture, Non adoptive cultures. Preparing the organization for change.

Unit-III

Holistic Approaches. TQV & Business Process Re-engineering. The learning organization.

Unit-IV

The Process of implementation of change. Models of Management of Change. Few Case studies pertaining to management of change.

References

1. Philip Sadler : Managing Charge
2. Toffler Alvia : The Adoptive Corporative
3. Gupta Nirma K. and Ahmed Abad : Managing Transitions
4. Beckward Richard & Prithard Wendy : Changing the Essence
5. Kotler J. P and Hekett J.L. : Corporate Culture and Performance
6. Sachetn Edgen : Organizational Cultural & Leadership
7. Malhotra Meenakshi : Organizational Development & Change

Mbe. 533 (d) LOGISTICS MANAGEMET

Objective : This course will deal with the corporate physical distribution activities, as an integrated system.

The various components of this system would be considere

Unit-I

Logistics concept and Marketing, Physical distribution definition-integrated systems concept, activity, centers. Integration between marketing elements and distribution. Concept of customer service.

Unit-II

Transportation and Physical distribution

References

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

Unit-IV

Indian export and import policy. Export promotions organizations. Export incentives. The procedures are practices in the context of processing of an export order – producing for exports. Export quality Control Export finance, Shipment and produces thereof; Export document; processing of and export order.

References

- 1 Miracle and Albaum : International Marketing Management
- 2 John Fayeweather : Management of International Operations
- 3 Martin T. Sliper : Accessing Export Potential
- 4 R. Vernon : Manager in the International Economy
- 5 G.S. Lall : Finance of Foreign Trade and Foreign Exchange
- 6 Kriplani V.H. : International Marketing
- 7 R Athore B.S : Export Marketing
- 8 S.C. Jain : Export Procedures and Documents

Mbe. 533 (f) COMPENSATION MANAGEMENT

Objective : The objective of this course is to orient the students towards the system of Corporation Management extensive use of cases shall be made.

Unit-I

Compensation Management : Nature and significance of Compensation Management. Objectives, Functions, Organizational Life Cycle Elements of Compensation; Principles of compensation, factors influencing pay. Theories of Compensation – Economics and Behavioral Compensation Management in a Development Economy. The institutional framework of Compensation Management. Union Government Laws. Management objectives and Unions Objectives in Compensation. Compensation and Managing Dissatisfaction, Formulation of Company Compensation Polices.

Unit-II

Compensation Surveys
Meaning and Objectives of job evaluation
How to go about job evaluation

