PANJAB UNIVERSITY CHANDIGARH

SYLLABI AND COURSES OF READING FOR MASTER OF BUSINESS ECONOMICS (MBE) EXAMINATION

Note : 1. The duration of the examination in each subject will be 3 hours.

2. Maximum marks for external/written examination or 80 marks and Internal Assessment is 20 marks.

1st SEMESTER

		Marks
MBE 6101	Business Economics	100
MBE 6102	Research Methodology and Business Statistics	100
MBE 6103	Legal Framework of Business	100
MBE 6104	Accounting for Managerial Decisions	100
MBE 6105	Human Resource Management and Organisational Behaviour	100
MBE 6106	Marketing Management	100
	Total	

2ND SEMESTER

		Marks
MBE 6107	Business Environment	100
MBE 6108	Business Information Management	100
MBE 6109	Business Finance	100
MBE 6110	Direct and Indirect Tax Law	100
MBE 6111	International Marketing	100
MBE 6112	Viva-Voce and Summer Training Project	100
	Total	

Note : 1. After 2nd semester Examination all students will be required to undergo summer training for 6-8 weeks in an organization approved by the Chairman/Head and submit a report thereon.

2. Summer Training Report will be submitted within two weeks of the commencement of third semester and viva-voce will be fixed within fifteen days thereof.

(i)

3RD SEMESTER

		Marks
Compulsory Papers		
7101	Operations Research	100
7102	Business Forecasting & Estimation	100
7103	Project Management	100

One of the following groups each with three papers

Group A Banking and Insurance		
7104	Decision Making under Uncertainty	100
7105	Legal Framework of Banking and Insurance in Indian	100
7106	Financial Markets	100

Group B Trade and Marketing		
7107	Structure, Conduct and Performance of industries	100
7108	International Trade and International Business	100
7109	Foreign Language-I (German or French)	100

Total

4TH SEMESTER

		Marks
Compulsory Papers		
7201	Total Quality Management	100
7202	Strategic Management	100

(ii)

FIRST SEMESTER

MBE   BUSINESS ECONOMICS

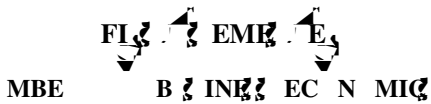Time : 3 Hours   Max. Marks   :   100
                                                         External   :   80
                                                         Internal   :   20

Unit I

Nature and scope of business economics : Demand theory and techniques for demand estimation. Demand elasticities – price, income and cross.

Theory of Production – Production Function for a single and multiple products, technological progress and the production functions.

Unit II

Cost theory, traditional, modern and engineering; the empirical evidence on the shape of the cost; the relevance of cost theories in business decision making; business cost and incremental costs.

Market structure and degree of competition. Profit maximization, price and output in the short run and in the long urn in perfect competition, monopoly, monopolistic and oligopoly.

Unit III

Consumption function and theories of consumption, factors affecting the level of aggregate consumption. Role of investment, Investment Function and its theories.

Keynesian and classical theories of income, employment and output, wages and employment; evaluation of Keynesian Theory of employment. Keynesian theory and underdeveloped countries.

Unit I

Profit Management : nature and measurement of profit, profit theories, profit planning and forecasting.

The Location Decision : Factors influencing location, theories of location and regional policy.

Business cycles and trade cycles.

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MBE   RESEARCH METHODOLOGY AND BUSINESS ANALYSIS

Time : 3 Hours

Max. Marks	:	100
External	:	80
Internal	:	20

Unit I

Introduction to research in business

Types of research in business

Choosing the problem for research

General phases and principles of Research procedures

Unit II

Formulating hypotheses

Use of Bibliographical Data in Research

Field Observation

Designing Questionnaires and schedules

Unit III

The Interview

Review of Sampling Methods, sampling design

Analysis of research data

Scaling techniques

Preparation of report

Unit I

Frequency distribution, graphical representation, measures of central tendency, measures of dispersion/range variation, standard deviation. Probability : probability rules, states, independence, joint probability, marginal probability. Notion of random variables. Expectation, probability distribution. Binomial dis

n t

Statistical Decision Theory, Sampling and Sampling Distributions. Hypothesis Testing : Large and Small Sample tests (Z-test, T-test and F-test). Non Parametric Test; Chi square, Run Test, Sign Test and Medium Test. Regression Analysis and Correlation Analysis; (Two Variables only).

e erence

1. Digby : Business Research Methodology

2. Pauline V. Young : Scientific Social Surveys and Research

3. M.H. Gopal : An Introduction to Research Procedure in Social Sciences

4. Goode and Hatt : Method in Social Research

5. Kathari C.R. : Research Methodology – Methods and Techniques

6. Rao K.V. : Research Methodology in Commerce and Management

7. Goxien, Cowden & Bolch : Practical Business Statistics

8. Holl & Jasson : Business Statistics for Business and Economics

9. Stockton & Clark

MBE ACCOUNTING FOR MANAGERIAL DECISION

Time : 3 Hours	Max. Marks	:	100
	External	:	80
	Internal	:	20

Unit I

Introduction to Accounting Relationship of Economics with Accounting. Accounting Concepts, conventions and principles, branches of accounting : Financial, cost and

MBE   d H MAN   R   CE MANAGEMEN   AND   GANIZA   NAL BEHA I

Time : 3 Hours

Max. Marks	:	100
External	:	80
Internal	:	20

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Introduct on to Mana e ent   Meaning, Nature, Scope, Functions, Process of Management.

c oo s o Mana e ent ou t   Scientific, process, human behaivour and social system school; Decision Theory school; quantitative and systems school; Contingency theory of Management; Functions of a manger,

n t II

Hu an esource Mana e ent

Interpersona and Transactiona Communication Concept of two-way communication, Communication Process; Barriers to effective communication; Types of organizational communication. Improving Communication; Transactional analysis in communication.

References

1.	Harold Koontz & Cyriul O'Dannel	:	Management : A Book of Readings, McGraw Hill.
2.	Joseph, L. Hassie	:	Essentials of Management, PHI.
3.	Wendell, L. French	:	Organisation Development, PHI.
4.	James, A.F. Stover, R. Edward Freeman Daniel X. Gilbert, Jr.	:	Management, PHI.
5.	R.S. Dwived	:	Human Relatives & Organisational Macmillan.
6.	Heinz Weiwich Harold Koonz	:	Management : A Global Perspective McGraw Hill.
7.	J.D. Aggarwal	:	Organisational Behaviour, Indian.
8.	Fred Luthans	:	Organisational Behaviour, McGraw Hill.

MBE   **MARKETING MANAGEMENT**

Time : 3 Hours

Max. Marks	:	100
External	:	80
Internal	:	20

Unit I

6.   Robert Buzell   :   Marketing Management.

7.   Tull, S. Kahel, L.R.   :   Marketing Management.

8.   Kelley & Lazer   :   Managerial Marketing : Perspectives and View
                                     Point.

9.   E.J. Mcarthy   :   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.

13. Hanson Wad   :   Principles of Internet Marketing.

14. McDonald Malcolm and   :   E-Marketing – Improved Marketing Effectiveness.
     Hugh Wilson

15. Zimmerman, Jan   :   Marketing on Internet.

SECOND SEMESTER
BUSINESS ENVIRONMENT

M B E

Unit I

Nature, Role and changing profile of business environment; Micro & Macro environments and their significance for business.

Unit II

Social responsibility of Business, Social Audit; Role of business pressure groups in changing Business Environment.

Unit III

BUSINESS INFORMATION MANAGEMENT

MBE **Max Marks**

Unit I

Information Age : Importance of Information as an economic and business resource.

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B Z INZ FINANCE

M B E

n t I

Corporate Finance : Goals and Functions of Finance; Concepts in Valuation; Market risk

DIRECT AND INDIRECT TAX LAW

M B E

Unit I

Income Tax Act, 1961 : Basic concepts, Basis of charge, Income from salaries, house property.

Unit II

Income from business and profession, capital gains, income from other sources.

Unit III

Customs Act, 1962 – An overview, levy, Collection & Exemptions from custom duty, date of determination of duties and tariff valuation. Prohibitions/restrictions of export and import, determination of duty where Goods consist of articles of different rate of duties, warehousing, duty drawback u/s 74 & 75, special provisions regarding baggage, postal goods.

Unit I

Valued Added Tax – Its features, terms, definitions, procedure of assessment, filling of returns.

Unit

Central Excise Act, 1944 – Its meaning, definitions, levy and collection, classification of goods, valuations, assessment, payment of duty and removal of goods refund of duties, Appeals and Penalties and CENVAT, Service Tax.

Books Recommended

1.	Singhania, V.K.	:	Direct Tax Laws and Practice.
2.	Mehrotra, H.C.	:	Income Tax Law and Practice
3.	Dubey, V.S.	:	Indirect Tax Law and Practice
4.	Dr. Mehrotra and Dr. Goyal	:	Indirect Taxes.

INTERNATIONAL MARKETING

M B E

Unit I

Theories of International Trade : Richardian Theory of Comparative Advantage : H-O Theory; Opportunity Cost Theory.

Unit II

Meaning and Scope of International Marketing, International Marketing tasks. Reasons for entering export markets.

Unit III

International Economic Environment – Regional Economic Cooperation; World Trade Trends, Tariffs and non-tariff restrictions.

Unit I

The selection of export markets, planning of export marketing strategy-product, pricing, promotion and distribution channels. Preparation of Export Marketing Plan.

Unit

Indian export and import policy. Export promotion organizations. Export Incentives. The procedures and practices in the context to processing of an export order; export documents. Producing for exports. Export Quality Control, Export Finance, Shipment and procedures thereof.

Books recommended

1. Miracle and Albaum   :   International Marketing Management.

2. John Fayerweather   :   Management of International Operations.

3. Martin T. Sliiper   :   Accessing Export Potential.

4. R. Vernon   :   Manager in the International Economy.

5. G.S. Lall   :   Finance of Foreign Trade and Foreign Exchange.

6. V.H. Kriplani   :   International Marketing.

7. B,S. Rathore   :   Export Marketing.

8. S.C. Jain   :   Export Procedures and Documents.
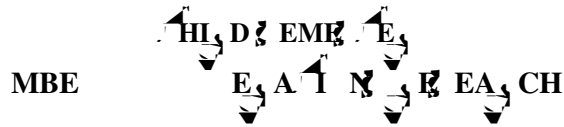
MBE   THIRD SEMESTER

                        OPERATION RESEARCH

Time : 3 Hours   Max. Marks   :   100

                                        External Exam.   :   80

                                        Internal   :   20
                                        Assessment

Objective The objective of the course is to acquaint the students with the application of Operations Research to business and industry and help them to grasp the significance to analytical approach to decision marking.

Unit I

Formulation of LPP, Graphical Method, simplex method, Duality, Sensitivity Analysis (use of software package) Transportation model, least time transportation Assignment model.

Unit II

Break ever analysis, Decision Theory, Decision Making under uncertainty, Decision Trees.

Unit III

Quadratic Programming, Integer Programming, Branch and bound Truncated Enumeration Method, Goal Programming, Non Linear Programming.

Unit IV

Game Theory, Dominance Graphical Method 2x2 games. Saddle point, Pure and Mixed strategies, Sequencing.

Unit V

Queuing Theory Single Server, Multiple Server, Simulation Monte Carlo Simulation to Business solution.

References

1. H.A. Taha   :   Operations Research
2. P.K. Gupta and Hira :   Operation Research.
3. Kanti Sawarup   :   Fundamentals of Operation Research.
4. M.P. Gupta   :   Operation Research and Management.

MBE   BUSINESS FORECASTING AND ESTIMATION

Time : 3 Hours

Max. Marks	:	100
External Exam.	:	80
Internal Exam.	:	20

Objective   The objective of this course is to expose the participants to the concept and methods of business forecasting.

Unit I

Introduction : Meaning and Importance of Business Forecasting in Good Decision Making; Important Considerations for Forecasting [Objectives, Cost Function, Model Specification}, Business Forecasting in Practice.

Smoothing Techniques : Trends, Moving Averages, Exponential Smoothing, Holts Linear Exponential Smoothing, Holt-Winters' Forecasting Technique, Forecasting by Z chart and Decomposition Analysis.

Unit II

Causal Modeling and Forecasting : Modeling the Causal Series, Planning and Development of Linear Models, Estimation of Regression Models, Testing Hypothesis, Problems of OLS methods (Basic introduction), and Forecasting by Regression Analysis.

Unit III

Probabilistic Models : Use of Logit, Probit and Tobit Models in Business Forecasting.

Dynamic Econometric Models : DL and AR Models.

Unit I

Econometric and Time Series Models-I
Univariate Approach : Concept and Tests of Stationarity, Processes Generating Time Series, DSP and TSPs. Box-Jenkins Methodology to Forecasting AR, ARMA and ARIMA Models.

Multivariate Approach : Co-integration-Concept and Test; Co-integration Regression, Error Correction Mechanism.

Unit

Econometric and Time Series Models-II : VAR models, Representation of VAR Process, Impulse Response, VERM, and Forecasting with VAR Models.

Volatility Modeling : ARCH and GARCH Models.

Suggested Readings

1. Hanke, John E. and Dean W. Wichern and Arthur G. Reitsch : Business Forecasting, 7th Edition, Prentice Hall, 2001.

2. Evans, Michael K., Practical Business Forecasting, Blackwell Publishing Co, 2003.

3. Maddla G.S. Econometrics, 4th Edition, McGraw Hills, New York.

MBE   JEC MANAGEMENT

Time : 3 Hours

Max. Marks	:	100
External Exam.	:	80
Internal Exam.	:	20

Objective : The course aims at acquitting the students with the subject of project management and also nature, significance and problems of small business with special reference to India.

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.

Unit I

Small Business : Concept and definition, Nature and characteristics, Rationale and objectives of small business, Role of small business in modern Indian economy, Organizational structure and ownership pattern of small scale business, Growth of small business in India, Small entrepreneur in International business.

Problems of small business, Industrial sickness in S.S.I. – Causes, consequences and remedial measures.

Unit

Boo s eco ended

1. UNIDO : Guidelines for Project Evaluation, United nations, 1972.

2. Manual for the preparation of Industrial Feasibility Studies, United Nations 1978.

3. Manual for Evaluation of Industrial Projects, United nations, 1980.

4. IMD little and J.A. Mirrlees : Project Apraisal and Planning in Developing Countries.

5. Prasanna Chandra : Projects : Preparation, Appraisal Budgeting and Control.

6. D.W. Pearc & C. A. Nash : Social Appraisal of Projects.

7. J.D. Wiest and F.K. Levy : A Management Guide to PERT/CPM (PH India).

8. Petroj : Small Business Management.

9. D. Anders9(d)-31.9149(e)18.4677(r)-71525u9usine

References

1.   Pindyck, Robert S. and Daniel L. Rubinfeld (2002) *Microeconomics,* Pearson

Law related to Marine Insurance

Introduction to FEMA 2000

References

1.	Taxmann's	:	Insurance Act 1938
2.	IRDA	:	IRDA Act
3.	N.M. Mishra	:	Principles & Practices of Insurance
4.	Taxman	:	Bankers Manual
5.	Varshney, P.N.	:	Banking Law and Practice

MBE   FINANCIAL MARKET

Time : 3 Hours	Max. Marks	:	100
	External Exam.	:	80
	Internal Assessment	:	20

Objective The aim of this course is to expose the students to financial system of the

References

1. Bhole, L.M. : Financial Institutions and Market.

2. Frederic, S. Mishkin & Stauley G. Eakins : Financial Markets and Institutions.

3. Khan, M.Y. : Indian Financial System

4. Avadhani, V.A. : Studies in Indian Financial System

5. Discount and Finance House of India : Annual Reports Discount & Finance

6. Reserve Bank of India : Report of Currency & Finance

MBE   C   E C ND   C AND E F MANCE F
              IND   II

MBE ⁹ **IN E NA 1 NAL ADE AND IN E NA 1 NAL B INE**

Time : 3 Hours   Max. Marks   :   100
                                                                 External Exam. :   80
                                                                 Internal Exam. :   20

b ect ve The objective of this course to highlight the International Environment including relationships between Business, Government, Economic Groupings, and The Consumer. The course will also highlight the problems encountered and issues raised in managing overseas business.

n t I

Absolute and comparative advantage, gains from trade – Adam Smith, David Ricardo, production possibility curve, Indifference Curves, offer curves, free trade equilibrium. Heckscher – Ohlin Model – factor prices, factor int

MBE   FRENCH I

Time : 3 Hours

Max. Marks	:	100
External Exam.	:	80
Internal Exam.	:	20

Objective   The objective of the course is to introduce to the students to the basis of French Language

1.   Questions on civilization from the prescribed textbook (only objective type questions)

MBE   GE MAN I

Time : 3 Hours

Max. Marks   :   100

External Exam.   :   80

Internal Exam.   :   20

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F   H EMBE E

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.

Unit I

Organization for Quality : Quality Circles, Self-managing teams, Quality Director
Reliability of Quality Characteristics

Quality Leadership : Developing a quality culture, Technology and culture, Motivation

MBE   STRATEGIC MANAGEMENT

Time : 3 Hours

Max. Marks   :   100

External Exam.   :   80

Internal Exam.   :   20

Objective

References

1.   Hunger & Wheelen, " Essentials of Strategic Management" (4th edition), Prentice Hall.

MBE   INTERNATIONAL FINANCE

Time : 3 Hours

Max. Marks   :   100
External Exam.   :   80
Internal Exam.   :   20

Objective : To orient the students with various tools, techniques and processes of international financial management.

Unit I

International Financial Management : An Overview, Objectives of International firm, concept of Risk and wealth maximization, Financial Function in Multinational Corporation, the nature and measurement of exposure and risk, Global financial markets and interest rates.

Unit II

Foreign exchange market, structure of Foreign exchange market, mechanism of currency trading, types of transactions and settlement dates, Exposure information system, Exchange rate determination and forecasting, corporate exposure management policy, hedging, speculation and management of transactions exposure, management of operating exposure, management of interest rate exposure.

Unit III

International working capital management, Investments and International money market, Euro currency and other important international money market, International ranking and payment settlement mechanism, International equity investment.

Unit IV

International financial instruments and markets, Country risk analysis

Cost of capital and capital structure of multinational corporations, Sources of long term finance for a multinational corporation, International investment management, International mergers, acquisitions and divestitures.

Unit V

Changes in international trade and business and their impact on International Finance, Recent changes in International Money and Capital Markets.
Taxation in International Finance, Foreign Investment in India; trends and regulations.

References

1. P.G. Apte : International Finance Management.

2. Allan C. Shapiro : Multinational Financial Management.

3. Maurice D. Levi : International Finance.

4. Shirin Rathore : International Accounting.

5. Howe Martyn : International Business.

6. Prasad and Shetty : An Introduction to Multinational Management.

7. David Zenoft and Jack Zwick : International Financial Management.

8. Advian Buckley : Multinational Finance.

References

1.   Sudhir Kumar Jain   :   Principles of Insurance.

2.   Insurance Institute of India   :   IC 22, 23, 54, 65, 74.

3.   Cockerell, H.A.L.   :   Insurance.

4.   Allan Hiwillet   :   Economic Theory of Risk and Insurance.

5.   Madhukar, R.K.   :   Dynamics of Bank Marketing.

6.   Jha S.M.   :   Service Marketing.

7.   Indian Institute of Bankers   :   Marketing of Banking Services.

8.   -do-   :   Marketing Financial Services.

9.   Meidan Arthur   :   Bank Marketing Management.

10. Jain, V.K. and Hemlata   :   Electronic and Mobile Commerce.

11. Journal   :   IBA Bulletin of Indian Bankers Association Mumbai

12.   IRDA Journal of Insurance Regulatory Development Authority Mumbai.

MBE   d M L INA NAL BANKING

Time : 3 Hours

Max. Marks   :   100

External Exam.   :   80

Internal Exam.   :   20

b ect ve   The objective of this course is to expose the students to the operations and working of multinational banks.

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Introduction To International Banking; Organizational Features of International Banking : Contributory Factors for Growth of International Banking; Intermediation and Resource Allocation, Policy Implications of International Banking, Correspondent Banking, Resident Representatives, Bank Agencies, Foreign Branches, Foreign Subsidiaries and Affiliates, Consortium Banks.

n t II

Role and Function of Overseas Banking, Foreign Lending, International Lending Polices and Practices, The Payment Mechanism : Settlement System-Settlement System in US, Settlement System in UK, Settlement System in France, Settlement System in Germany, Settlement System in Switzerland, Japaneses Settlement System.

MBE   ° F ENCH II

Time : 3 Hours   Max. Marks   :   100

External Exam.   :   80

Internal Exam.   :   20

b ect ve The objective of the course is to introduce to the students to the basis of French Language

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1.	Comprehension of an easy unseen passage	15 marks
2.	General Questions based on the topics covered in the textbook including questions on civilization (objective type or very short type questions)	15 marks
3.	Composition of a dialogue/letter	15 marks
4.	Grammar from prescribed textbook (Units 7 to 12)	35 marks

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Courses o ead

Campus-I : Methode de francais, Jacky Giradet Jacques Pecheur, CLE International, Paris 2002   (Unit 7 to 12)