



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
(BIOTECHNOLOGY)

For the Examinations of 2011-12

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

Note:

1. Examination in each subject will be of 3 hours duration except for Strategic Management (**MBABT7201**).
2. The duration of Strategic Management (**MBABT7201**) will be 4 hours.
3. Maximum Marks for external/written examination is 50 marks and internal assessment is 50 marks except for seminar and workshop courses.

Instructions to the paper setters: (Except for MBABT7201: Strategic Management).

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

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

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

**SCHEME OF EXAMINATION FOR MBA
(BIOTECHNOLOGY)**

Subject Code	Paper Title	Marks
FIRST SEMESTER		
MBABT6101	BUSINESS ECONOMICS	100
MBABT6102	BUSINESS STATISTICS	100
MBABT6103	MANAGEMENT ACCOUNTING	100
MBABT6104	ORGANISATIONAL BEHAVIOUR	100
MBABT6105	MARKETING MANAGEMENT	100
MBABT6106	WORKSHOP ON BUSINESS COMPUTING	50
MBABT6107	WORKSHOP ON BUSINESS COMMUNICATION	50
	TOTAL	<hr/> 600 <hr/>
SECOND SEMESTER		
MBABT6201	BUSINESS ENVIRONMENT	100
MBABT6202	HUMAN RESOURCE MANAGEMENT	100
MBABT6203	OPERATIONS MANAGEMENT	100
MBABT6204	FINANCIAL MANAGEMENT	100
MBABT6205	LEGAL ASPECT OF BUSINESS	100
MBABT6206	WORKSHOP ON RESEARCH METHODOLOGY	100

MBABT6207	SUMMER TRAINING REPORT AND VIVA- VOCE*	100
MBABT6208	COMPREHENSIVE VIA-VOCE**	100
	TOTAL	<u>800</u>

** At the end of the examination of 2nd Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3rd Semester.*

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

MBABT6103: MANAGEMENT ACCOUNTING

Objective: The objective of this course is to acquaint the students about the role,

References

1. Horngren, C.T., Sundem, G.L., Stratton, W.O. *Introduction to Management Accounting*”, Prentice Hall of India.
2. Khan, M.Y. and Jain, P.K. *Financial Management: Text and Problems*, Tata McGraw Hill.
3. Porwal, L.S., *Accounting Theory; An Introduction*, Tata McGraw Hill.
4. Ramachandran, N. and Kakani, R.K. *Financial Accounting for Management*, Tata McGraw Hill.
5. Swamy, N. R., *Financial Accounting: A managerial Perspective*, Prentice Hall of India.
6. Williams, J.R., Haka, S.F., Bettner, M.S. and Meigs, R. F. *Financial and Managerial Accounting: The Basis for Business Decisions*, Tata McGraw Hill.

MBABT6104: ORGANISATIONAL BEHAVIOUR

Objective: This course emphasizes the importance of human capital in the organizations of today. It gives an insight to the students regarding individual and group behavior in any organization.

UNIT I

Introduction to OB: concepts, foundations, contributing disciplines to OB, role of OB in management practices, challenges and opportunities for OB, OB in the context of globalization, Scientific management and human relation tools: Hawthorne experiments, introduction to human behavior, perception, attitudes and job satisfaction.

UNIT II

Personality: meaning, determinants, theories, MBIT and big five model, Leadership: theories, determinants, style and challenges to leadership in India, Motivation and morale: concept and applications, Communication: interpersonal communication, listening, feedback, counseling, organizational communication.

UNIT III

Group process: group and intergroup behaviour, group decision making, Team management: types of teams, teams in modern workplace, team v/s group, Power: concept, bases of power, distinction b/w power and authority, power distribution in

organization, Organizational politics: concept, consequences, reasons and management of political behaviour, Work stress: causes, organizational and extra organizational stressor, individual and group stressor, effect of stress, stress coping strategies.

UNIT IV

Conflict and inter-group behavior: sources of conflict, types of conflict, functional and dysfunctional aspects of conflict, approaches to conflict management, Organizational culture: functions of OC, creating and sustaining of OC, development and implications of OC, Organizational effectiveness: concept and approaches to OE, factors in OE, effectiveness through adaptive coping cycle, organizational health development, emotional intelligence.

References

1. Luthans, F., *Organisational Behavior*, McGraw –Hill Inc.
2. Newstrom, J.W. and Davis, K., *Organizational Behavior-Human Behavior at work*, The McGraw Hill Companies, Inc.
3. Pareek, U., *Understanding Organizational Behaviour*, Oxford University Press, Delhi.
4. Robbins, S.P., Judge, T. and Sanghi, S., *Organizational Behavior*, Pearson Education.
5. Weiss, P., *Organisational Behaviour and Change*, West Group Publication.

MBABT6105: MARKETING MANAGEMENT

Objective: The course aims at making participants understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm with a view to better understand and appreciate the complexities associated with the marketing function.

UNIT I

Introduction to Marketing: meaning, nature and scope of marketing, marketing philosophies, marketing management process, concept of marketing mix, Market analysis: understanding marketing environment, consumer and organization buyer behaviour, market measurement and marketing research, market segmentation, targeting and positioning.

MBABT6106: WORKSHOP ON BUSINESS COMPUTING

Objective: The objectives of this paper are to develop skills in handling computer and use it as a strategic resource in management.

UNIT-1

Overview of computer applications in public services, business and industry; Microsoft word – mail merge, hyperlinks and bookmark; Microsoft excel – mathematical calculation, sorting, filtering, pivoting, chart, macro, using financial accounting and statistical formulae; Introduction to database and operational level of any one corporate database viz. prowess

UNIT II

SECOND SEMESTER

MBABT6201: BUSINESS ENVIRONMENT

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

UNIT I

Concept of business environment: its significance and nature, interaction matrix of different, environment factors, process of environmental scanning, environmental scanning of important industries of India viz. tractors pharmaceutical industry, food processing, electronics fertilizers steel, soft drinks, and TV.

UNIT II

Economic environment: the philosophy, strategy and planning in India, monetary policy and its impact on Indian business, industrial policy foreign trade policy and their impact on Indian business, Political environment: relation between business and government of India. Constitutional provisions related to business, concept of state intervention in business, ideology of different political parties, bureaucracy and Indian business.

UNIT III

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

UNIT – IV

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

Reference:

1. Adhikari, A., *Economic environment of business*, Sultan Chand & Sons
2. Adhikary, M., *Business Economics*, Excel Books, New Delhi.
3. Aswathappa, K., *Essentials of business environment*, Himalaya Publishing House.
4. Cherulinum, F., *Business Environment*, Himalaya Publishing House
5. Puri, V.K. and Misra, S.K., *Indian economy*, Himalaya Publishing House.

MBABT6202: HUMAN RESOURCE MANAGEMENT

Objective: The course is designed to give an understanding of the various aspects of the management of human resources, their interaction in the execution of managerial functions and facilitating learning of various concepts and skills required for utilization and development of these resources for organizational functions.

UNIT I

Human resource management: functions, scope and models, HRM environment and environmental scanning, human resource planning, job analysis and job designing, recruitment, selection, induction and placement, training and development, job evaluation.

UNIT II

Managing performance, potential management, Fringe benefits and incentives: compensation management, promotion, demotion, transfer, separation and right sizing.

UNIT III

Team management, empowerment management, creativity and decision making management, organisational learning and knowledge management, culture management, change management, managing ethical issues in human resource management, HRD audit.

UNIT IV

E-HRM/HRIS; measuring intellectual capital, impact of H

References:

1. Aswathappa, K., *Human Resource Management*, Tata McGraw-Hill.
2. Bratton, J. and Gold, J., *Human Resource Management: Theory and Practice*, Palgrave.
3. Dessler, G., *Human Resource Management*, Prentice-Hall.
4. Flippo, E., *Human Resource Management*, McGraw Hill.
5. Gomez-Mejia, L., *Managing Human Resources*, Pearson Education.
6. Ivantsevich, J., *Human Resource Management*, Tata McGraw-Hill.
7. Kandula, S. R., *Human resource Management in Practice*, Prentice Hall of India Pvt Ltd.

MBABT6203: OPERATIONS MANAGEMENT

Objective: The objective of this paper is to acquaint the students with various quantitative techniques which are of great importance for quantitative decision-making.

UNIT I

Operations research: evolution, methodology and role in managerial decision making,

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MBABT6204: FINANCIAL MANAGEMENT

Objective: To provide an understanding of the function, the roles, the goals and the processes of corporate financial management, covering the sourcing of finances and their issues in investment and operations

UNIT I

Introduction: concept of finance, scope and objectives of f

References:

1. Damodaran, A., *Corporate Finance –Theory & Practice*, John Wiley and Sons, Inc.
2. Gitman, L.J., *Principles of Managerial Finance*, Pearson Education.
3. Horne, V.,

MBABT6206: WORKSHOP ON RESEARCH METHODOLOGY

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

UNIT – I

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

UNIT – II

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

UNIT – III

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

UNIT – IV

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

References:

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SEMESTER- III

Note:

1. Examination in each subject will be 3 hours.
2. Maximum marks for external/ written examination is 50 marks and Internal assessment is 50 marks.
3. The duration of strategic management (601) will be 4 hours.

Instructions to the Paper Setters:

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 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 FIVE UNITS: Set 10 questions in all. Two questions from each unit. The students are required to attempt five questions in all selecting one question from each unit.

N.B., - Use of non- programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by t(-)10(pr)13(o)FUs.

SEMESTER-III

M.B.A. (BIO) 601: STRATEGIC MANAGEMENT

Objective

Reference:

1. Hunger & Wheelen : Concepts in Strategic Management & Policy, Pearson Education Inc.
2. Hitt & Hoskisson : Strategic Management: Competitiveness and Globalization, South Western Thomson.
3. Hill and Jones : Strategic Management , Dreamtech Press India, Indian Adaptation.
4. Porter : Competitive Advantage, The Free Press, New York.
5. Thompson Strickland & Gamble : Strategic Management: Concepts and Cases, Tata McGraw Hill.
6. Ghosh, P.K. : Strategic Planning and Management, Sultan Chand & Sons, New Delhi.
7. McCarthy, Minichiello & Curran : Business Policy and Strategy-Concepts and Reading, AITBS Publishers & Distributors (Regd.), Delhi.
8. Gupta, Gollakota and Srinivasan : Business Policy and Strategic Management-Concepts and Application, Prentice Hall of India.
9. Pettigrew & Fenton (eds.) : Innovating Organization,actionckl .) : h2018.2018(1 C)7(o

MBA (BIO) 608: TOTAL QUALITY MANAGEMENT (TQM)

Objective: The course is designed for graduates from any discipline who wish to acquire a professional, theoretical and practical understanding of the increasingly important area of Total Quality Management (TQM) excellence.

The program aims to develop:

- (a) A sound understanding of how the application of TQM assists the pursuit of business excellence.
- (b) Skills in management approaches, in human dimensions of quality and in the tools and techniques applicable to TQM and business excellence.
- (c) TQM strategies for the achievement of excellence in organization in the private and public sectors.

UNIT-I

Introduction to TQM: History, Aims, Objectives, Benefits, Gurus and their principles, TQM process and phases of a typical implementation of TQM.

Reasons for use of TQM, proven examples and benefits, methods to assist the progress of TQM.

Introduction to Tools and Techniques: Brainstorming, Affinity Diagram, Benchmarking, Fishbone Diagram, Check Sheet, Flow Chart, Line Graph, Run Chart, Histogram, Pareto Diagram, FMEA, Scatter Diagram, Control Chart, FD, Tree Diagram, Force Field Analysis, Seven W and is/is-not questions, Why-Why diagrams.

Total Quality Control, Quality Assurance: Practices and Techniques, TQM and Management: New Management challenges, trends and contribution of TQM.

UNIT-II

Customer Focus: Defining external and internal customer, steps in customer analysis, methods of getting customer inputs, methods of measuring customer satisfaction.

Continuous Improvement Process: What is continuous improvement, the importance of continuous improvement, and principles of continuous improvement, processes, how to manage processes, role of TQM's control and improvement, process.

Designing for Quality: Opportunities for improvement in product design, early warning, concept and design assurance, designing for basic functional requirement, reliability, availability, safety, manufacturability, cost and product performance.

Workforce Teams: Team work for quality, Types of teams and tasks involved, characteristic of successful and unsuccessful teams, barriers to team works.

Benchmarking : Definition, importance and benefits, types, basic steps, pitfalls.

JIT: Definition, benefits, JIT cause and effects, JIT implementation in manufacturing.

UNIT-III

TQM for Marketing Function: quality in marketing and sales, Factors for excellence.

BPR and IT: Business Process Management

Quality Control SQC/SPC: Statistical Process Control

Change Management

Technology and Product Quality

Quality of After Sales Services: quality measurement in customer service.

UNIT-IV

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

Quality Leadership: Developing a quality culture, Technology and Culture, Motivation quality Linked Productivity.

Total Employee Involvement : Awareness of quality , Recognition and rewards, Empowerment and self – development, Education and training.

Cost of Quality: Cost of poor quality , Categories of quality cost, Analysis of quality

M.B.A. (BIO) 611 ADVANCED PRODUCTION MANAGEMENT

Objective: The objective of the course is to acquaint the students 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

Overview, Facility location decisions and models of location decisions, Design for product and process layouts, Cellular Layouts.

UNIT-II

Capacity, Planning for manufacturing, Technology Management J.I.T Production System, Flexible Manufacturing System, Computer integration Manufacturing.

UNIT-III

Production Planning, Aggregate Planning, Scheduling Techniques, Job design and Time, Motion Study, Maintenance Management and Total Productivity Management.

UNIT-IV

Static and Dynamic Inventory models, Coordinated Replenishment Policy, Work in Process Inventory, Coverage Analysis E.R.P. Models and Benefits.

UNIT-V

Source selection, Price determination, Learning curve make/buy decision capital equipment purchasing and replacement, Value Analysis/ Engineering.

References:

1. Adam (jr.) E.E. and Ebert, R.J. : Production and Operation Management, Prentice Hall of India Private Limited.
2. Buffa E.S. and Sarin R.K. : Modern Production/ Operations Management, John Wiley and Sons, New York
3. Chary S.N. : Modern Production and Operations Management, Tata McGraw Hill, New Delhi
4. Deritsiotis, K.N. : Operations Management, McGrew Hill, Book Company.
5. Schroder R.G. : Operations Management, McGrew Hill, Book Company.
6. Vollman T.E. Berry W.L. and Whybard D.C : Manufacturing Planning and Control Systems, Galgotia Publication, Private Limited.
7. Dean S. Ammer : Materials Management
8. Westing, Fine, Zeriz : Purchasing Management.

M.B.A (BIO) 616: PROJECT APPRAISAL AND FINANCE

Objectives:

- (a) Knowledge of how large projects are structured, analyzed, appraised, financed and managed.
- (b) Understanding how risk management affects project values, describe a process of risk management and present a framework of strategies for managing various kinds of project risks.
- (c) Understanding best practices and public-private partnership in concession rights, awards, contract design and negotiation.
- (d) Review options for credit enhancements to improve access to international bond markets, such as bank guarantee instruments, Export Credit Agency programmed and Political risk insurance.

The Course contains following Five Modules:

- 1.

Project Evaluation in Emerging Markets: Political risk ma

Readings:

1. Esty, Benjamin C. (1999) : “Improved Techniques of Valuing Large Scale Projects”, *Journal of Project Finance*, Spring, pp. 9-25.
2. Esty, Benjamin C. (1999) : “Petrozuata: A Case Study of effective use

M.B.A (BIO) 634 BUSINESS PROCESS REENGINEERING

Objective: The objective of this course is to develop the abilities of the students to design and to evaluate management and its existing structure and select the right frame for reengineering.

UNIT-I

Definition of reengineering, The time for reengineering, why business process start to fail. A simple explanation of change theory, Reengineering mission and scope, the reengineering cost, survival and growth strategies, Rethinking Business Processes.

UNIT-II

The New World of Work, The Enabling Role of Information Technology, Perspectives on the customer, Understanding markets, Customer research within markets, service, Specifications from the customer. Insights from customer analysis.

UNIT-III

Understanding the influences in the Background. Perspective on the background, Dynamic nature of industry, Competitive intelligence; Bringing the background into focus, Mapping the way work gets done, Identifying areas for improvement.

UNIT-IV

Planning for change, Refined mission and scope, Design options and alternatives. Filling in the fine detail, Mapping the new process, Developing business policies, Information channels and communications, Feed- back for continuous improvement.

UNIT-V

Implementation system and structural changes, selectin

MBA (BIO) 631 INTELLECTUAL PROPERTY RIGHTS

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

UNIT-I

Intellectual Property : Definition and Scope
Nature and Scope of Intellectual Property Law.

MBA (BIO) 632 SEMINAR ON BIOTECHNOLOGICAL PROCESSES

UNIT-I

Principles of Immunology
Inflammatory Mediators
Immune response to infectious diseases
Hyper- sensitivity reactions:
Transplantation immunity
Vaccines: Designing vaccines for active immunization

UNIT-II

Genomics in microbiology
Microbial pathogenesis at molecular level.
Introduction to stem cell Biology
Transgenic animals and plants
FDA guidelines for genetically modified foods and ethical issues

UNIT-III

New Biofiels/ Bioenergy:

MBA (BIO) 633 WORKSHOP ON INSTRUMENTATION IN BIOTECHNOLOGY

