



PANJAB UNIVERSITY, CHANDIGARH-160014 (INDIA)

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FACULTY OF
BUSINESS MANAGEMENT & COMMERCE

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A s s k

MASTER OF BUSINESS ADMINISTRATION SYLLABUS

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MASTER OF BUSINESS ADMINISTRATION SYLLABUS

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MBA 627	1.	RESEARCH PROJECT	
	2.	(a) GROUP OFFERED IN THIRD SEMESTER WITH ANY THREE PAPERS OUT OF THE PAPERS LISTED GROUP-WISE	300
		(b) TWO PAPERS FROM REMAINING GROUPS	200
	A		
MBA 628	i	INTERNATIONAL MARKETING	
MBA 629	ii	MARKETING OF SERVICE	
MBA 630	iii	LOGISTICS MANAGEMENT	
MBA 631	iv	E-MARKETING	
	B		
MBA 632	i	COMPUTER AIDED DESIGN AND MANUFACTURING MANAGEMENT	
MBA 633	ii	PRODUCTIVITY MANAGEMENT	
MBA 634	iii	BUSINESS PROCESS REENGINEERING	
MBA 635	iv	ENTERPRISE RESOURCE PLANNING	
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The objective of this paper is to acquaint the stu

MASTER OF BUSINESS ADMINISTRATION SYLLABUS

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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.

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.

Product planning and pricing: product concept, type

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

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

BA B

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

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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.

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.

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

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.

E-HRM/HRIS; measuring intellectual capital, impact of HRM practices on organizational performance, implications for HRD, contemporary issues in human resource management, global HR practices.

n

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

BA

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

Introduction: concept of finance, scope and objectives of finance, profit maximization vs. wealth maximization, functions of finance manager in modern age, financial decision areas, time value of money, risk and return analysis: CAPM, shareholders value creation, traditional and modern measures of financial

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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.

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.

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

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.

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

n

1. Cooper, D.R. and Schindler, P.S., *Business Research Methods*, Tata McGraw Hill Publishing Co.
2. Malhotra, N. and Dash, S., *Marketing Research: An Applied Approach* Pearson Education.
3. Sekaran, U., *Research Methods for Business Administration* John Wiley and Sons, India.

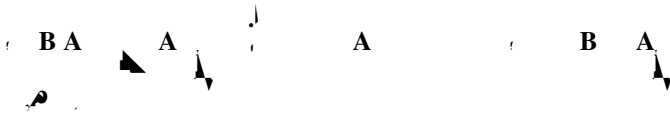
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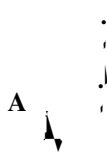
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The objective of this course on corporate strategy is to develop in the students an ability to analyse the strategic situation facing the organization, to access the strategic options available to the organization and

MASTER OF BUSINESS ADMINISTRATION SYLLABUS



The objective of this course is to help students understand the various factors affecting 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 highlighting the advertising Scenario in India.



As an element in Marketing mix, its role and importance. Advertising as a means of communication, feeling response to advertising. Setting advertising objectives and contribution of DAGMAR setting objectives.



Preparing advertising plan, developing, U.S.P. and Preparation of strategy document. Developing message, writing copy, advertising appeals and pre-testing and post-testing copy. Media decisions, media strategy and scheduling decisions. Planning and managing advertising campaigns. Different types of advertising, consumer of product advertising, public relation advertising, industrial advertising, outdoor advertising, transport advertising like Railways and Bus, panels advertising. Advertising budget and relevant decisions. Advertising agencies, their role and importance. Management problems of agencies. Client-agency relations. Advertising in India, problems and prospects.



Understanding of the consumer behaviour decision making process, high involvement and low involvement decision process.

Social and Culture Environment, economic demographics, cross cultural and sub-cultural influences, social stratification, Reference groups 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 Innovations, Alternative evaluation process, changing beliefs and attitudes, choice, outcome, purchasing behaviour & retail strategy, Brand loyalty, repeat purchase behaviour.



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The course is intended to help students planning to become marketing executives 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.

Production to the Marketing Research Process – Scope of Marketing Research Procedure, Phase in Marketing Research Procedure including Research Design.

Selected Applications of Marketing Research.

Product 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 : Market Potential Analysis, Sales Analysis, Sales Forecasting. Identifying Market Segmentation, Consumer Penal, Shop auditing, Shop census.

Organing 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 development, introduction of a new product.

Product line planning, product portfolio planning.

Marketing strategy in the following type of markets – rapidly growing, value and satierated.

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 marketing management.

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1. Agrawal, S. : Marketing Research.
2. Boyd, Westfall and Stasch : Marketing Research.
3. Churchill, G. A. : Marketing Research, Methodological Foundations.
4. Crouch, S. : Marketing Research for Managers.
5. Ferber, R. : Handbook of Marketing Research.
6. Green, Tull and Albauni : Research for Marketing Decisions.
7. Tull and Hawkins : Marketing Research - Measurement and Method.
8. Luck, D.J. : Product Policy and Strategy.
9. Majumdar, R. : Product Management in India.
10. Wirid, Yoran R. : Product Policy, Concepts, Methods and Strategy.

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The objective of this course is to highlight the importance of Strategic Marketing in a Competitive World. The Competitive Marketing Strategies are also highlighted.

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Marketing of strategic management, strategic market planning, portfolio analysis.

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Industry analysis; Assessment of corporate capabilities; Customer analysis; Computer analysis; Strategic alliances and network.

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Segmentation and positioning principles. Segmentation and positioning research forecasting.

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Selecting market targets, Building and maintaining defensible position; Offensive and defensive competitive strategies; Competing through superior service and customer relations, competing through innovation and new product development; implementation through internal marketing.

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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 organizations in the private and public sectors.

no on o 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.

no on o oo n n Brainstorming, Affinity Diagram, Benchmarking, Fishbone Diagram, Check Sheet, Flow Chart, Line Graph, Run Chart, Histogram, Pareto Diagram, FMEA, Scatter Diagram, Control Chart, QFD, Tree Diagram, Force Field Analysis, Seven W and is/is-not questions, Why-Why diagrams.

o on o A n Practices and Techniques, TQM and Management : New Management challenges, trends and contribution of TQM.

o o Defining external and internal customers, steps in customer analysis, methods of getting customer inputs, methods of measuring customer satisfaction.

on n o o n o 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.

n n o Opportunities for improvement in product design, early warning, concept and design assurance, designing for basic functional requirements, reliability, availability, safety, manufacturability, cost and product performance.

o o Team work for quality, types of teams and tasks involved, characteristics of successful and unsuccessful teams, barriers to team work.

B n n Definition, importance and benefits, types, basic steps, pitfalls.

Definitions, benefits, JIT cause and effects, JIT implementation in manufacturing.

BA

The paper aims to making students appreciate the importance of total quality and imparting sufficient knowledge of the techniques of quality management.

Introduction and definition of Technology, Role of



The course is designed to develop skills in identifying and analysing 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.



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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.

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

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This course aims at enabling the students to understand and analyse financial problems and developing their skills for the solutions of these problems with the help of innovative financial processes, instruments and strategies.

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

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.

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

Financial Engineering processes and strategies, asset liability management, hedging and related risk management techniques, corp241(r)-4.34894(p)-6.041(42-13.8307(g)6.0241(i)0.89126(e)-1.78)-1.78252eet208()-15.0602(m)188 ()JT45768(e)-1.78252()--6.0241(n)-6.02416()]5.0632(1()Tj /R1538.8)-1.78326(r)-58904(t)0.89126(r)]TJ4967(a)-1.78319(t)0.8

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

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 Organizations. Functions of the Controller.

Management Control Structure - Responsibility Centers, Revenue Centers, Expense Centers, 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 ROI, Alternative Approaches.

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.

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 Options, Phantom Shares; Performance Shares, Performance Criteria and Agency Theory.



Variations in Management Control - Revolution in Management Control, Emerging Management System, Implications on Management Accounting, Positioning of Management Accounting. Controls

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The present course has been framed to facilitate the students to develop an insight into the application of cost analysis with strategic perspective. The course will also sharpen the understanding regarding the constituents of cost management systems.

Cost Management : An overview, Conventional cost an

4.

1. Esty, Benjamin C. (1999) : "Improved Techniques of Valuing Large Scale Projects", *Journal of International Business*, Spring, pp. 9-25.
2. Esty, Benjamin C. (1999) : "Petrozuata : A Case Study of effective use of Project Finance", *Journal of Applied Corporate Finance* pp. 26-42.
3. Esty, Benjamin C. (2001) : "Structuring Loan Syndicates : A Case Study of the Hong Kong Disneyland Project Loan", *Journal of Applied Corporate Finance* 14 (3), Fall, pp. 80-95.
4. Godfrey, S. & Espinosa, S. (1996) : "A Practical Approach to Calculating Cost of Equity for Investment in Emerging Markets", *Journal of Applied Corporate Finance* 9(3), Fall, pp. 80-89.
5. Howell, L.D. & Chaddick, B. (1994) : "Models of Political Risk for Foreign Investment & Trade : An Assessment of Three Approaches", *Journal of International Business Studies* Fall, pp. 70-90.
6. Lessard, Donald R. (1996) : "Incorporating Country Risk in the Valuation of Off

BA A A A A A

5. McGill, M.E. : O.D. for Operating Managers.
6. French, Bell and Zawacki : O.D., Theory, Practice and Research.
7. Malhotra, Meenakshi : O.D. and Change.
8. Mergulies and Raia : O.D.
9. Warner Burke : O.D.
10. Cummings, T.G. and Worley, C.G. : O.D. and Change.
11. Sadler, Philip : Managing Change.
12. Hammer, M. and Champy, J. : Reengineering the Corporation : A Manifesto for Business Revolution.

B A A A A A A A

With the companies getting cost conscious, leaner and flatter, the need for Manpower planning is much more than it was felt earlier. The performance appraisal system needs to act as a motivator for the employees to help increase their productivity. Hence this course aims to provide students the requisite knowledge for both.

Manpower Planning : Setting up objectives – Organisation, Planning, Manpower audit, Human resource forecasting action programmes.

Role Analysis, Job Analysis : Job specification, Job Description.

Recruitment and Selection : Recruitment and the Legislation, Fair employment Practices Recruitment, Recruitment Evaluation. The Hiring Procedure, Psychological Testing in Recruitment.

Performance Appraisal : Need for Performance Appraisal. Parameters for Appraisal : Errors in Performance Appraisal.

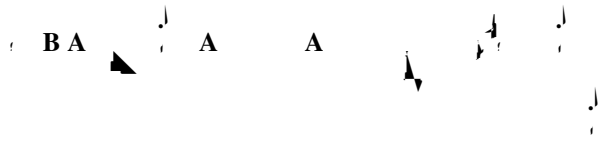
Traditional Performance Appraisal Systems, New Performance Appraisal Systems. Evaluation of Performance Appraisal System.

1. Personnel Management Peter : Flippo, Edwin B-McGraw Hill International Editions Peter
Drucker on the Profession on Drucker edited by Nan Stone. (Harvard Manager's Book
Management Shelf).
2. The Balanced Scorecard-Managing Future : Kaplan, Roberts and Norton David P.
Performance

3. Handbook of Personnel Management Practices : Michael Armstrong
4. Performance Appraisal : Martin Fisher
5. Performance Measurement and Evaluation : Holloway, Jacky and Others, Sage Pub., 1995.

o n

1. H.R. Focus
2. Harvard Business Review
3. Human Capital
4. California Management Review



New Dimensions Training in Human Resource. Management with special reference to Training and Development - An Overview.

Principles of Learning - Implications for training.

Defining objectives and identifying training needs.

Evolving Training Policy.





Methods of Development.

Preparing Development Plans and Designing Development Programmes for managerial in Industrial enterprises, Banks and Government departments.

- (a) Bank Probationary Officers
- (b) Middle Managers
- (c) Top Management.

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The objective of the course is to enhance the participants understanding of Indian Legal environment relating to ini

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The course aims at acquainting the students with the nature, significance and problems of small business with special reference to India.

- Small Business : Concept and definition.
- Nature and characteristics.
- Relationship between small and large business.
- Scope and types of small business.
- 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.
- 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.
- Operating the small scale enterprises.
- Financial Management Issue in S.S.E.
- Operation Management Issue in S.S.E.
- Marketing Management issues in S.S.E.
- Organizational Relation in S.S.E.
- Performance appraisal and growth strategies.

- Management Performance Assessment and Control.
- Strategies for stabilisation and growth.
- Managing family enterprises. Viability of Family Business; Family Management Practices.

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1. Petroj : Small Business Management.
2. D. Anderson : Small Industry in Developing Countries.
3. D. Strenloff and J. Burges : Small Business Mana

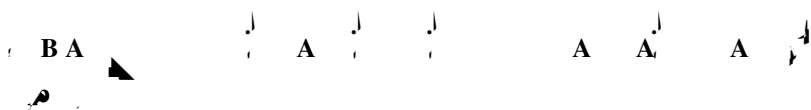


The course aims at acquainting the students with the nature, significance and various programmes in entrepreneurial development with special reference to Indian economy.

- Entrepreneurship : Need, scope and philosophy.
- Creativity and Entrepreneurship.
- Entrepreneurial competencies and traits.
- Factors affecting entrepreneurial development - Religious, social, cultural, political, ancestral and demographic.
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1. Sharma, K. L., 1987, Society and Entrepreneurship, Jaipur, Rawat Publication.
2. Richard Lynn, The Entrepreneur Case Studies, George Alien and Unwin Limited, London, 1973.
3. Developing New Entrepreneurs–Entrepreneurship Development Institute.
4. Peter, F. Drucker - Innovation and Entrepreneurship, Harper and Row, 1985.



The basic objective of this course is to expose the students to various fundamentals of industrial economies.

- Industrial Economies : Definition, Nature and Scope.
- Basic Concept, Firm, Industry, Market structure, market power, passive and active behaviour of the firm.
- Conceptual framework for the study of industrial economics.
- Organisation form and alternatives motives of the firm.
- Industrial efficiency and technical efficiency.
- Optimum size of the firm.
- Industrial structure and economic development.
- Organisation of firms : Ownership, control and objectives.

- Market structure : Sellers and buyers concentration.
- Product differentiation, entry condition and economics of scale.
- Market structure and profitability.
- Market Structure, innovation and inventories.
- Size and growth of the firm. Life cycle hypotheses merger, diversification and acquisition.
- Demand, financial and managerial constraints of growth.
- Market Conduct: Financial, pricing and advertising.
- Market Performance : Allocative and productive efficiency, distributive effect, technological progress, excess capacity.
- Pricing in practice.
- Economics of advertising the firm and its objectives. Changing dimensions of the organization philosophies.

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1. Sherer, F.M.- Industrial Market Structure and Economic Performance.
2. Kuchhal, S.C. - Industrial Economy of India.
3. Bains, J.S. - Industrial Organisation.
4. George, K.D. - Industrial Organisation.

B A

The Corporate Planners need to be exposed to various dimension of macro-economic fundamentals for formulating various policies. The study of framework of any economy is essential for any managerial decisions. This paper attempts to four in this direction.

National Income : Concept, components and measurement.

Determination of Income and Employment: Classical and Keynesian Views.

The process of Income determination - The multiplier theory.

The consumption function. Various approaches to secular and cyclical consumption function. Absolute, relative permanent income and life cycle hypothesis.

The investment function, meaning, Motivation of investment, factors associated with shifts in investment function.

The principle of acceleration.

Interaction between the accelerator and multiplier.

Relevance of accelerator or principle in developing economies.

Money : Definition, and its function. Supply and demand for money. Determination of rate of interest; from classical to Post-Keynesian theories.

Inflation : Causes, consequences and cures of demand pull and cost push inflation.

General equilibrium of the product, money and labour markets. Wage, price flexibility and macro economic equilibrium. Post Keynesian development.

Macro economic policy; Monetary and fiscal stabilization policies.

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1. Dernberg and McDougall : Macro Economics.
2. Ackley : Macro Economics Theory.
3. Bailey : National Income and Price Level.
4. Edward Shapiro : Macro Economics.

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The objectives of the course is to acquaint the students with the entire range of concepts, fundamentals and practicalities of International Marketing with particular emphasis on export marketing.

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

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

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

Indian export and import policy. Export promotions organisations. Export Incentives. The procedures aternst marketttt-I6i5-3.01

Marketing Professional Services

- Hospital Services
- Consultancy Services
- Information Technology (I.T.) Marketing
- Advertising Services Marketing
- Marketing Research Marketing Services

Marketing of Education and Training Services

- Education Marketing Services
- Training Services Marketing

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1. S. M. Jha : Services Marketing.
2. Ravi Shanker : Services Marketing.

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1. Managing International Distribution : Wentworth and Christopher
2. Business Logistics : Smyroy

3. Carpenter Phi (2002) : E Brands : Harvard Business School Press.
4. David Judy (2001) : The Art of Marketing : A Guide to Web Marketing, Vol. 9; Crest Publishing House.
5. Hofacker Charler F. (2001) : Internet Marketing (3rd Edition), Wiley & Sons.
6. Laura Ries and Al Ries (2001) : Immutable Laws of Internet Brandeey; Harped Collins Business.
7. McDonald (2001) : Emarketing: Improving Marketing Effectiveness in a Digital World.
8. Zimmerman, Jan (2000) : Marketing on the Internet.

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This course aims at providing, and understanding the concepts, techniques and attitude required for effective management of productivity in modern organisations.

The concept of productivity; Need for productivity culture; Management and productivity; Factors affecting productivity; Efforts in productivity management; Organisational effectiveness and productiv

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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.

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 grow

B A**A**

The objective of this course is to acquaint the students with the knowledge of computerized productions. Materials, Distribution system of a manufacturing organisation. The students will be having knowledge of future of E.R P. and other business segments.

Evolution of E R P, Definition, E R P packages used, Integrated management information. Business Process Re-engineering, Data Warehousing, Supply Chain Management, M R P (I), M R P II), D R P, J I T.

E R P Modules, Finance, Manufacturing, Materials, Q

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The objective of the course is to impart knowledge to the students in the conceptual and operational aspects of financial services.

Evolution and Role of Financial Services–Companies in India. Evolution of N B F C's Services provided, Comparison with banks, Categories of N B F C's (Industry Structure in India, Sources of Finance : Funding Strategies, Public Deposits. Bank Borrowing I C D, C P, Innovative Sources of Financing. Securitization : Concept, Securitization as a Funding mechanism. Mor

Factoring : Concept, forms, functions of a factor, legal aspects, evaluation of factoring. The report of the study group for examining introduction of factoring services in India. Factoring vis-a-vis Bill Discounting Credit Insurance, Forfeiting.

Bill Financing : Bill of exchange. Definition, Steps in bill discounting, Bill market in India.

Venture Capital : Nature and Scope, Regulatory Environment, V.C. Investment Process, Evaluation, Criteria, Limitations, V.C. in India.

Real estate investment : Risk and return profile, forms of real estate investment, concept, sources. Housing Finance; Introduction, H.F. Scheme in India, Characteristics of H.F. business, procedure for loan disbursement by H.F.C.S., Legal frame work, evaluating and structuring H.F. transactions.

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1. M.Y. Khan : Financial Services, Tata Mc-Graw-Hill.
2. L. K. Bansal : Merchant Banking and Financial Services, Unistrar Publications.

BA

The objective of this course is to develop a conceptual framework for the study of security analysis and portfolio management.

Investment Scenario : Concept of Investment, Investment Objectives and Constraints, Security and non-Security Forms of Investment, Investment process. Securities Market; Markets and their Functions. Methods of raising capital, Development of Stock Market in India. Organisation and management, Listing of securities. Trading and Settlement procedure, Regulations of Securities Markets. Sources of financial Information. Portfolio Selection : Defining, Investment, Objectives, Risk and Investor Preferences, Investment, Constraints, Investment Goals and Constraints for Institutional Investor.

Valuation of Fixed Income Investments and Valuation of Equity Shares Fundamental Analysis : Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis : Theory of Technical Analysis, Dow Theory, Bar Charts, Part and Figure Charts, Contrary Opinion Theories, Relative Strength Analysis. Moving Average Analysis, Advanced Technical Analysis. Efficient Market Hypothesis : Weak, Semistrong and strong forms of efficiency, Empirical test of E M H in Indian Context.

Capital Market Theory : C A P M, SML, Applications of S M L, Ex-past and Ex-Ante SMLs, Non-Standard. Forms of CAPM, Zero Beta CAPM, Tax adjusted CAPM, Emperical evidence of CAPM, APT. Portfolio Analysis Diversification, Portfolio Risk and Returns, Markowitz Risk-return optimization, Single Index Model, Portfolio Beta Generating the Efficient Frontier. Bond Portfolio Management Strategies, Passive Strategy, Duration Shift and Immunization Semi-Active and Active Strategies. Equity Portfolio Management, Passive v/s Active Management Strategies. Types of Passive Portfolios, Styles of Active Management. Active Management Strategies, Combining Active and Passive Strategies.

Managed Portfolio and Performance Measurement; Classification. Advantages of Managed Portfolio Management Performance Evaluation Methods for Calculating Rate of Return Sharpe's, Traynor's and Jensen's Performance measure for Portfolios. Portfolio Revision, Portfolio Rebalancing. Portfolio Upgrading. Investment timing. Formula Plans, Constant Dollar Value Plan, Constant Ratio Plan, Valuable Ratio Plan, Selection and Revision of Equity Portfolios.

Options; Definition, Rationale, Put and Call Options, Determinants of Option Value, Option Valuation Models, Valuation of bonds with put and call options. Futures : Definition, Stock Index, Futures Interest Rate, Warrants and Convertibles : Warrants, Convertible Security, Valuation of Convertible bonds. Investments Strategies using options : Elementary Investment Strategies, Complex Investment Strategies, Evaluation of Option based Investment Strategies, Risk Association with Options. Application of Index Futures in Portfolio management : Pricing of Index Future Contracts, Stock Index Arbitrage, Application of Index Futures, Beta Management.

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1. Fredrick Amling : Investments – An Introduction to Analysis and Management, Prentice Hall.
2. Anthony J. Curley and Robert M. Bear : Investment Analysis and Management – Harper and Row.
3. William F. Sharpe and Gordon J. Alexander : Investment, P.H.I.
4. Jack Clark Francis : Management of Investments, Mc-Graw-Hill.
5. V.K. Bhalla : Investment Management, S. Chand and Company Limited.

B A A A X A

The objective of the course is to equip the students with the knowledge of various tax laws and help them in utilising this knowledge in corporate planning.

Basic framework of direct and indirect taxes in India, Concept of Tax Planning. Meaning, Importance and Scope. Tax Planning versus Tax Avoidance and Tax Evasion, Methods of Tax Planning, Areas of Tax Planning. Form of Organisation, Scale of Activity, Locational aspects, Nature of business.

Taxation of companies in India. Assessment of Business and other incomes of joint stock companies. Tax planning and managerial considerations in respect of newly established Industrial Undertakings in certain specified areas, E.P.Z. and E.O.U.'s.-Tax Planning in respect of amalgamations, Foreign collaborations and joint venture agreements.

Tax planning financial management. Tax planning in respect of capital structure, capital budgeting and management of working-capital--Tax considerations in issue of bonus, shares and dividend policy.

Tax planning with regard to specific management decisions. Make or buy, own on lease, repair, renewal, replace, closure or continuance. Maintenance of proper records of complying with requirement of tax laws. Deduction of Tax at source. Advance payment of tax. Time for payment and filing of income tax returns. Types of assessment and procedure, defaults and penalties. Organizations of tax planning cells.

Tax planning in respect of excise duty, custom duty and sales tax. Maintenance of proper records for complying with the requirements of indirect tax laws. Filing of returns under different indirect tax laws. Defaults and penalties under indirect tax laws.

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1. Dr. V.K. Singhavia, Kapil Singhavia and Monica Singhavia : Direct Taxes : Planning and Management (Tax Mann Publications Ltd.).
2. R.N. Lakhotia : Corporate Tax Planning.
3. Dr. V.K. Singhavia : Direct Taxes : Law and Practice (Tax Mann).
4. Bhagwati Prasad : Law and Practice of Income Tax in India.
5. H.P. Ranina : Corporate Taxation : A Hand Book (Tax Mann).
6. V.S. Datey : Indirect Taxes – Law and Practice (Tax Mann Publications Limited).

BA A A A A A A

Objective of this course is to develop the skills of the students to critically analyse and interpret the financial statements of a business enterprise.

Financial statement analysis : An overview, demand and supply of financial statement information. Generally Accepted Accounting Principles (G.A.P.) underlying financial statements of the U.S.A., U.K., India and these following international accounting standards (I.A.S.). Techniques of financial statement analysis. Cross-sectional and time-series.

Short-Term Liquidity Analysis : Working capital analysis, Operating activity analysis, Liquidity considerations not on the face of financial statements. Statement of cash flows, Cash Forecasting Short term and long term. Relation between cash flows from operating investing and financial activities. Long term Debt paying Ability – income statement considerations, balance sheet considerations. Special items that influence a firm's long term debt paying ability – Joint ventures and long term leasing.

Profitability Analysis : Analysing company profitability, revenues, cost of sales and expenses. Calculating and disaggregating rate of return of assets and rate of return on capital employed. Earnings quality and earnings persistence.

Valuation : Cash Flow Based – Periodic cash flow, residual value and cost of capital earnings based Development of theoretical model, theoretical Vs actual P/E ratios, application of theoretical P/E model.

Analysis of financial statement in the context of forecasting, distress analysis and corporate restructuring. Analysing the impact of inflation and intangibles of financial statement.

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1. George Foster : Financial Statement Analysis (Prentice Hall).
2. Bernstein Leopold, A. : Financial Statement Analysis (Irwin/Mc-Graw-Hill).
3. Stickney/Brown : Financial Reporting and Statement Analysis (The Dryden Press).

6. Johness : Negotiating Development - Labour Relations in Southern Asia.
7. Goates and Tooham : Trade Unions and Politics.
8. G.P. Sinha and P.R.N. Sinha : Industrial Relations and Labour Legislation.
9. John T. Dunlop : Industrial Relations System.
10. J.L. Rastogi, P.P. Arya and S.D. Tripathi : Planning for Industrial Relations Management.
11. S.N. Dhayani : Industrial Relations System.
12. John R. Niland et. : The Future of Industrial Relations.

BA A A

The course aims at providing the participants with an understanding of the role of Industrial Sociology and Psychology in management of human resources. The main emphasis would be given to applied aspects with reference to Indian Industrial Scene.

Nature and Scope : Relationship with Sociology and Industrial Psychology, Hawthorne experiments and their significance. Factory Organisation; Industrial Bureaucracy; Formal and Informal Groups; Status System, Balancing of Social Power; Unions and Employer's Organisations.

Workers in Industry: Impact of Indian Social System

BA A A A A A A

The course aims of providing the participants better understanding of maintaining discipline and handling disciplinary proceedings and the working of various procedures/mechanism available for the purpose.

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Managing Indiscipline: Basic concepts, Nature of proceedings judicial, quasi-judicial and administrative, Principles of natural justice and reasonable opportunity, Misconduct and its types, complaints and decision to initiate enquiry, charge sheet and its drafting, service of charge sheet to workmen and reply to the charge sheet and its considerations, suspension during enquiry; criminal proceedings and departmental enquiry, holding of enquiry; considerations by punishing authority.

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Relevant Legislation relating to Disciplinary proceedings; judicial control of labour court and industrial tribunals. Writ jurisdiction, Prevention of Disputes, Grievance, handling mechanism and procedure. Handling industrial action. Relevant Legislation. Case studies.

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B A A B A

The basic objective of this course is to expose the students to various issues regarding small business environment in India.

- State Financial Corporation,
- Changing role of small business in selected countries-Italy, Japan, China, South-Korea, Malayasia.
- Lessons for India.

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1. K.B. Suri : Small Scale Enterprises in Industrial Development, Sage Pub., 1988.
2. V. Desai : Organisation and Management of Small Scale Industries, Himalaya Publication Barlay, 1983.
3. Deshpande : Entrepreneurship of Small Scale Industries, Deep and D3691.78-(-)-6352.41(:)0.89126()

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1. Business and Society - James Post, Anne Lawrence and J. Weber Irwin - Me Graw Hill.
2. Values, Nature and Culture in American Corporate - William C. Frederick, Oxford University.
3. The Social Challenges to Business - Robert Ackerman, Harvard University Press.
4. Women and New in Management - Gary N. Powell Sage Publication.
5. Strategic Management - S. David Hunger and Thoma

BA

The objectives of the course are two fold : (i) to provide conceptual and theoretical understanding about the development of entrepreneurship and its significance in Indian economy, and (ii) to highlight the issues in new enterprise management.

Developing entrepreneurship: Elements for a program.

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BA A A A

The objective of this course is to expose the students to various industrial development, process and policies associated with it.

- Industrialisation - rationale, objectives, strategies and problems.
- Patterns of industrialization. Basic, Intermediate and Capital goods.
- Industrial growth and structural changes in Indian Industries.
- Employment generation and industrialisation process.
- Public Sector : Organisation role, performance and problems.
- Comparative performance of Public and - Private Sector in India.
- State and Industrial Development.
- Theories of industrial location, Weber, Sargent and modern factors affecting location of industrial unit.
- Location policy in India since Independence.
- Industrial policies of major states of India in recent times.
- Industrial concentration in India. Causes and effects.
- Policies of Industrial dispersal in India.
- Productivity Industrial growth and policy in India after 1980.
- Case studies of growth of major industries in India. Pharmaceuticals, tractors, cement, automobiles, scooters, soft drinks, fertilizer, food processing, steel.

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1. D. Hay, Darech Marris : Industrial Economics : Theory and Evidence, O.V.P., Delhi.
2. P. J. Devine, et. al. : An Introduction to Industrial Economics, George Alien and Unwin Limited, 1974.
3. G. H. Kirk Patrick, et al. : Industrial Structure and Policy in Less Developed Countries, Heritage Publication.
4. J. C. Sangersara, Industrial Policy and Planning