

PANJAB UNIVERSITY, CHANDIGARH-160014 (INDIA)

(Estd. under the Panjab University Act VII of 1947-enacted by the Govt. of India)

**SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (MBA) FOR
THE EXAMINATION OF 2012-13**

Note:

- 1. Examination in each subject will be of 3 hours duration.*
- 2. Maximum Marks for external/written examination is 50 marks and internal assessment is*

Note:- The student has to continue with the functional group opted by him/her in the 3rd Semester and opt for two papers out of the papers offered.

FOURTH SEMESTER

SUBJECT

Objectives: After going through this paper students will be able to understand the importance of management in our organization, the role of management in the organization, the various functions of management, the nature and scope of management, the evolution of management thought, the evolution of management practice, the evolution of management education, the evolution of management research, the evolution of management literature, the evolution of management education, the evolution of management research, the evolution of management literature.

SECTION - A

Management: Definition, nature and purpose, functions of management, the evolution of management thought, the evolution of management practice, the evolution of management education, the evolution of management research, the evolution of management literature.

SECTION - B

Evolution of management thought: Contributions of various management gurus, the evolution of management practice, the evolution of management education, the evolution of management research, the evolution of management literature.

Objectives: Discuss the importance of data analysis - Data analysis to analyze and interpret data - Statistical Analysis - Statistical Inference - Quantitative Reasoning or Analytical Reasoning - Logical Reasoning - Quantitative Reasoning or Analytical Reasoning

SECTION - A

Classification of data and construction of Frequency Distribution: Graphical representation of Data - **Introduction of Descriptive Statistics:** Measures of Central Tendency - Measures of Dispersion - Quartile Deviation - Standard Deviation - Coefficient of Variation - Moments - **Index Numbers:** Definition and Types of Construction of Index Numbers - Steps of Construction - Base Selection - Point of Reference - Construction of Important Indices - Index Number Analysis - Discussion on -

SECTION - B

Theory of Probability: Basic Concepts - Addition and Multiplication - Independent and Dependent Events - Conditional Probability -

Objectives: After going through this paper students should be able to demonstrate awareness to various laws and acts with active participation and industry for various inputs related to promotion of start-up and new companies. This paper is also a test for students understanding of Ethics and its dimensions.

Objective - To enable the students to understand the importance of communication in business and to develop the communication skills of the students. The students should be able to identify the communication barriers and to overcome them.

SECTION – A

Meaning and importance of communication in business: Communication is the process of exchanging information between two or more people. It is an essential part of business and helps in the growth of the organization. Communication is the lifeblood of any business organization. It is the process of conveying information from one person to another. Communication is the process of exchanging information between two or more people. It is an essential part of business and helps in the growth of the organization. Communication is the lifeblood of any business organization. It is the process of conveying information from one person to another.

Objectives: Analyze the nature and scope of marketing, its importance, and the role of marketing in business. Understand the concept of marketing and its relationship with other business functions. Identify the various marketing concepts and their application in business.

SECTION – A

Introduction to Marketing: Definition of marketing, its importance, and the role of marketing in business. Understanding the concept of marketing and its relationship with other business functions.

Marketing Environment: Internal and external environment of a business. Understanding the various factors that influence the marketing environment.

SECTION – B

Analyzing Markets: Market analysis, market segmentation, and market targeting. Understanding the various factors that influence market analysis.

Market Segmentation: Understanding the various factors that influence market segmentation and the role of market segmentation in business.

SECTION – C

Product Decisions: Product development, product differentiation, and product positioning. Understanding the various factors that influence product decisions.

Pricing Strategies: Understanding the various factors that influence pricing strategies and the role of pricing strategies in business.

SECTION – D

Marketing Channels: Understanding the various factors that influence marketing channels and the role of marketing channels in business.

Marketing Communication: Understanding the various factors that influence marketing communication and the role of marketing communication in business.

Objectives: The objective of this paper is to make students aware of various functions and importance of Human Resource Management. It is also a concern with human resources work environment to attract and retain the human resources in an organization with the least amount of cost.

SECTION - A

Introduction to HRM: An important function of HRM is to provide a framework for the organization to attract, develop, and retain the human resources.

Job Analysis and Design: Concept of Job Analysis and Design is a process of identifying the tasks, duties, and responsibilities of a job. 2* - 22 t. 4/4 . 4/ 94

Objectives: The course is a two-unit course. It is designed to acquaint students with the various uses of computers in business. It is intended to support the various uses of computers in business.

SECTION – A

Introduction. Definition and Foundation of Information Systems. Introduction to Information Systems.

Structure of MIS. Basic Concepts. Introduction to Information Systems. Introduction to Information Systems.

SECTION – B

Microsoft Access. Creating and Opening a Database. Introduction to Microsoft Access. Data Tables.

Objectives: The main objective of this seminar is to help students to understand the nature and scope of research and to provide them with the necessary skills and knowledge to carry out research projects. The seminar will cover the following topics: 1. Introduction to research methodology 2. Research design 3. Data collection and analysis 4. Writing a research report

SECTION - A

Introduction: The seminar is designed to provide students with a comprehensive understanding of research methodology and to equip them with the necessary skills and knowledge to carry out research projects. The seminar will cover the following topics: 1. Introduction to research methodology 2. Research design 3. Data collection and analysis 4. Writing a research report

Paper Code: MBAPM-2007

**INDUSTRIAL PHARMACY AND
PHARMACEUTICAL TECHNOLOGY**

Credit = 4

Paper Code: MBAPM-2008

**QUALITY ASSURANCE AND INVENTORY
MANAGEMENT**

Paper Code: MBAPM-3002

**OPERATIONS RESEARCH AND
TOTAL QUALITY MANAGEMENT**

**Credit = 4
Marks = 100**

Objective: To understand the concepts of operations research and its use for business analysis. To understand the total quality management.

Objectives: The objective of this course is to enable students to acquire a sound understanding of the basic principles of pharmacology and to be able to apply this knowledge to the clinical practice of medicine. The course will cover the following topics: Introduction to Pharmacology, Pharmacokinetics, Pharmacodynamics, Therapeutics, and Toxicology.

SECTION – A

Introduction and General Pharmacology: Introduction to the basic principles of pharmacology, including the history of pharmacology, the classification of drugs, and the basic principles of pharmacokinetics and pharmacodynamics.

Autonomic Nervous System: Introduction to the autonomic nervous system, including the sympathetic and parasympathetic systems, and the drugs that act on these systems.

SECTION – B

Analgesics: Introduction to the analgesics, including the opioids, non-opioids, and local anesthetics.

Respiratory and Gastro Intestinal System Drugs: Introduction to the drugs used in the treatment of respiratory and gastrointestinal disorders, including bronchodilators, corticosteroids, and antacids.

Cardiovascular System: Introduction to the drugs used in the treatment of cardiovascular disorders, including antihypertensives, diuretics, and antiarrhythmics.

CNS: Introduction to the drugs used in the treatment of central nervous system disorders, including antidepressants, anxiolytics, and antipsychotics.

Endocrines: Introduction to the drugs used in the treatment of endocrine disorders, including thyroid hormones and corticosteroids.

SECTION – C

Anti-infectives and Anti-neoplastic Drugs: Introduction to the drugs used in the treatment of infectious and neoplastic diseases, including antibiotics, antifungals, antivirals, and anticancer drugs.

SECTION – D

Best Selling Drugs-Globally & in India: Introduction to the best-selling drugs globally and in India, including their uses, side effects, and contraindications.

Suggested Readings:-

- 1- D. Parke, Essential Pharmacology, 10th Edition, Jaypee Brothers.
- 2- A. R. E. A. Clinical Pharmacology, 10th Edition, C. C. Thomas.
- 3- G. R. Banerjee, Clinical Pharmacology, 10th Edition, Jaypee Brothers.
- 4- D. Parke, Drugs from Discovery to Approval, 10th Edition, Baillière Tindall.
- 5- A. J. A. Clinical Pharmacology, 10th Edition, Baillière Tindall.
- 6- Introduction to Clinical Pharmacology, 10th Edition, Baillière Tindall.
- 7- H. H. Clinical Pharmacology, 10th Edition, Baillière Tindall.

Paper Code: MBAPM-3004

PHARMACEUTICAL MARKETING

Credit = 4
Marks = 100

Objectives:

Objectives: The course aims to provide an opportunity to students to analyze investment and portfolio management to provide a framework for investment decisions on strategic issues in investment.

SECTION-A

Introduction to Investment Management: Concept of investment, Derivatives, Investment and portfolio management, Investment and Government, Investment and International Investment, Investment and Real Estate, Investment and Finance, Investment and Insurance, Investment and Taxation, Investment and Risk Management.

Risk and Return: Concept of Risk, Components of Investment, Risk and Return, Diversification, Risk and Return, Correlation, Concept of Return, Expected Return, Risk and Return, Risk and Return, Risk and Return, Risk and Return.

Valuation of Security: Valuation of Equity, Bond, and Derivatives, Valuation of Equity, Bond, and Derivatives, Valuation of Equity, Bond, and Derivatives, Valuation of Equity, Bond, and Derivatives, Valuation of Equity, Bond, and Derivatives.

SECTION-B

Efficient Market Theory:

Objective: The objective of this course is to provide students with a practical exposure to the aspects of International Human Resource Management. It also provides a comprehensive overview of International Human Resource Management. The course is designed to provide students with a practical understanding of International Human Resource Management. The course is designed to provide students with a practical understanding of International Human Resource Management. The course is designed to provide students with a practical understanding of International Human Resource Management.

Paper Code: MBAPM-O-3009

SUPPLY CHAIN MANAGEMENT

Credit = 4

Marks = 100

Objectives:

Objective: To enable students to understand cost analysis, cost control and cost reduction through application of cost accounting principles.

SECTION – A

Strategic Cost Management: A management approach that uses cost accounting information to develop and implement cost reduction strategies. It involves identifying areas of cost reduction, setting cost reduction targets, and implementing cost reduction programs.

Activity Based Management: A management approach that uses activity-based costing (ABC) to identify and eliminate non-value-added activities. It involves identifying activities, assigning costs to activities, and eliminating non-value-added activities.

SECTION – B

Value Analysis: A management approach that seeks to identify and eliminate non-value-added activities. It involves identifying value-added activities, setting value-added targets, and implementing value-added programs.

Strategic Positioning Analysis: A management approach that seeks to identify and eliminate non-value-added activities. It involves identifying value-added activities, setting value-added targets, and implementing value-added programs.

Cost Volume Profit Analysis: A management approach that seeks to identify and eliminate non-value-added activities. It involves identifying value-added activities, setting value-added targets, and implementing value-added programs.

SECTION – C

Variance Analysis: A management approach that seeks to identify and eliminate non-value-added activities. It involves identifying value-added activities, setting value-added targets, and implementing value-added programs.

Valuation of Intangible Assets: A management approach that seeks to identify and eliminate non-value-added activities. It involves identifying value-added activities, setting value-added targets, and implementing value-added programs.

SECTION – D

Responsibility Accounting: A management approach that seeks to identify and eliminate non-value-added activities. It involves identifying value-added activities, setting value-added targets, and implementing value-added programs.

Performance Evaluation: A management approach that seeks to identify and eliminate non-value-added activities. It involves identifying value-added activities, setting value-added targets, and implementing value-added programs.

Productivity improvement: A management approach that seeks to identify and eliminate non-value-added activities. It involves identifying value-added activities, setting value-added targets, and implementing value-added programs.

Suggested Readings:

1- Johnson and Kaplan's Cost Accounting, 9th Edition, Prentice Hall, 2008.

2- Carter and Burritt's Cost Accounting, 9th Edition, Prentice Hall, 2008.

3- Johnson and Kaplan's Cost Accounting, 9th Edition, Prentice Hall, 2008.

4- Johnson and Kaplan's Cost Accounting, 9th Edition, Prentice Hall, 2008.

Objective: The aim of this course is to provide valuable insights into the nature and function of organizational development. It provides a theoretical framework to understand organizational development as a process of planned change. The course covers the following areas:

SECTION – A

Introduction to OD: Definitions of organizational development, growth and change.

History of OD: The evolution of OD from the 1940s to the present. Factors influencing the development of OD.

Underlying Assumptions and Values: Assumptions about people, organizations and the nature of change. Values that underpin OD practice.

Foundations of OD: The role of OD in organizational change. The relationship between OD and other organizational development interventions.

SECTION – B

OD Interventions - An Overview: A classification of OD interventions based on their nature and scope.

Team Interventions: The role of teams in organizational development. Interventions aimed at improving team performance.

Intergroup Interventions and Third-Party Peacemaking Interventions: Interventions aimed at improving relationships between groups and organizations.

SECTION – C

Personal, Interpersonal and Group Process Interventions: Interventions aimed at improving individual, interpersonal and group processes.

Objective: At the end of this course, students should be able to:

Objectives: The student will be able to understand the parameters of corporate governance and its importance in the business world. The student will be able to identify the various corporate governance practices and their impact on the business performance.

SECTION – A

Corporate Governance: Introduction and overview

Corporate Board: Attributes, Duties, Responsibilities, Composition, Director's Code of Ethics, Financial Institutions and Non-Directors

SECTION – B

Corporate Governance and Security:

Paper Code: MBAPM-4003

**WORKSHOP ON DEVELOPING
ENTREPRENEURIAL SKILLS**

**Credit = 2
Marks = 50**

Objectives: As a student, you are expected to provide answers to the following questions. The questions are designed to test your understanding of the concepts and their application in the field of Supply Chain Management.

SECTION – A

Introduction to SCM: Introduction to Supply Chain Management, Inventory Management, Procurement, Distribution, and Logistics. The course covers the fundamentals of SCM, including the flow of goods and information, and the role of various stakeholders in the supply chain.

SECTION – B

Logistics and SCM: Logistics and Supply Chain Management, Inventory Management, Procurement, Distribution, and Logistics. The course covers the fundamentals of SCM, including the flow of goods and information, and the role of various stakeholders in the supply chain.

SECTION – C

Reporting Tools and Export-Import Procedures: Reporting Tools and Export-Import Procedures, Inventory Management, Procurement, Distribution, and Logistics. The course covers the fundamentals of SCM, including the flow of goods and information, and the role of various stakeholders in the supply chain.

SECTION – D

IT & SCM: IT & Supply Chain Management, Inventory Management, Procurement, Distribution, and Logistics. The course covers the fundamentals of SCM, including the flow of goods and information, and the role of various stakeholders in the supply chain.

Suggested Readings:

- 1- Chopra, S. & Meindl, L. (2009). Supply Chain Management: The Global Perspective. Boston: McGraw-Hill.
- 2- Chopra, S. & Meindl, L. (2009). Supply Chain Management: The Global Perspective. Boston: McGraw-Hill.
- 3- Chopra, S. & Meindl, L. (2009). Supply Chain Management: The Global Perspective. Boston: McGraw-Hill.
- 4- Chopra, S. & Meindl, L. (2009). Supply Chain Management: The Global Perspective. Boston: McGraw-Hill.
- 5- Chopra, S. & Meindl, L. (2009). Supply Chain Management: The Global Perspective. Boston: McGraw-Hill.
- 6- Chopra, S. & Meindl, L. (2009). Supply Chain Management: The Global Perspective. Boston: McGraw-Hill.
- 7- Chopra, S. & Meindl, L. (2009). Supply Chain Management: The Global Perspective. Boston: McGraw-Hill.
- 8- Chopra, S. & Meindl, L. (2009). Supply Chain Management: The Global Perspective. Boston: McGraw-Hill.
- 9- Chopra, S. & Meindl, L. (2009). Supply Chain Management: The Global Perspective. Boston: McGraw-Hill.
- 10- Chopra, S. & Meindl, L. (2009). Supply Chain Management: The Global Perspective. Boston: McGraw-Hill.

Paper Code: MBAPM-4008

PATENTS AND DRA

Credit = 4
Marks = 100

Objective: To enable students on International Business Environment to write an assignment on International Business Environment -

SECTION - A

Introduction to International Business: Discuss International Business Environment and International Business Operations of Globalization of Business Environment or International Business Environment of Cultural aspects of International Business -

SECTION - B

Strategies and Structures of International Business: International Business Strategies and International Trade and International Business Entry Strategies and International Business -

SECTION - C

Marketing: International Marketing versus International Sales and International Distribution and International Entry Strategies International Operations and International Marketing versus International Sales and International Distribution and International Marketing -

SECTION - D

Emerging Issues: Emerging Issues of International Business and International Trade and International Insurance and International Trade -

Suggested Readings:

- John D-Dan Saha and Anand Van. International Business Environment and Operations - Pearson Education -
- 2- Charles Z. Novak and Annand A. Holt. International Business -
- A. R. Cavas and Garret and John - Srinivas. International Business Strategies and International Marketing - Pearson Education -
- 4- Aswathappa Joshi. International Business and International Trade -
- Bhat. International Business and International Finance Environment - Ann Books -
- Anand and Anand - Holt. International Business Strategies and International Trade - Approach - Graw Hill -
- John D. Nussan. International Business and International Trade - In International Business -
- Bennett and O'Neil. International Business - Text and Cases -
- 9- Francis C. Richardson. International Business - Graw Hill -
- D. T. Environmental Factors - International Trade - For International Business and International Trade -
- G. U. International Business and International Trade - Graw Hill -
- 2-

Paper Code: MBAPM-F-4010

**INTERNATIONAL FINANCIAL
MANAGEMENT**

**Credit = 4
Marks = 100**

Objectives: The main aim of the course is to provide an overview of the various aspects of industrial relations and labour laws.

SECTION – A

Overview of Industrial Relations: Concept of Industrial Relations, Evolution of Industrial Relations and its approach to I.R.

Trade Unionism: Concept of Trade Unions, Functions of Trade Unions, Approaches to Trade Unionism.

The Trade Unions Act, 1926: Administration of Trade Unions, Rights and Duties of Trade Unions.

SECTION – B

Grievance Handling: Grievance, Causes of Grievances, Grievance Redressal, Grievance Handling.

The Industrial Disputes Act, 1947: Industrial Disputes, Industrial Disputes Act, 1947, Industrial Disputes Commission.

Collective Bargaining: Concept of Collective Bargaining, Collective Bargaining, Collective Bargaining.

SECTION – C

The Workmen's Compensation Act, 1923: Workmen's Compensation Act, 1923, Workmen's Compensation Act, 1923.

Tripartite and bipartite bodies: Tripartite and bipartite bodies, Tripartite and bipartite bodies.

Factories Act, 1948: Factories Act, 1948, Factories Act, 1948, Factories Act, 1948.

SECTION – D

Industrial Relations and emerging scenario: Industrial Relations and emerging scenario, Industrial Relations and emerging scenario.

Standing Orders Act, 1948: Standing Orders Act, 1948, Standing Orders Act, 1948, Standing Orders Act, 1948.

Employee's State Insurance Act, 1948: Employee's State Insurance Act, 1948, Employee's State Insurance Act, 1948, Employee's State Insurance Act, 1948.

Suggested Readings:

- 1. – Industrial Relations and Labour Laws, A. A. A. Law, A. A. A. Law, A. A. A. Law.
- 2. – Industrial Relations and Labour Laws, C. N. Law, C. N. Law, C. N. Law.
- 3. – Industrial Relations and Labour Laws, D. N. Law, D. N. Law, D. N. Law.
- 4. – Industrial Relations and Labour Laws, E. N. Law, E. N. Law, E. N. Law.
- 5. – Industrial Relations and Labour Laws, F. N. Law, F. N. Law, F. N. Law.

Objectives: A student is expected to provide a comprehensive overview of applications of Enterprise Resource Planning (ERP) systems. It would also include a quantitative study with the help of computer software to analyze the strategic importance of ERP systems in the current business environment.

SECTION – A

Introduction: Overview of Enterprise Resource Planning (ERP) systems. Functional and Financial Benefits of ERP Systems. Core ERP Applications. A Comparative Analysis of ERP Systems. Review of ERP Systems.

SECTION – B

Issues, Concerns and Purchasing: Disadvantages of ERP. Outsourcing ERP. Development of ERP. Customization of ERP. Outsourcing ERP. ERP Implementation. ERP Integration. ERP Migration. ERP Security. ERP Performance. ERP Evaluation. ERP Success Factors. ERP Failure Factors. ERP Best Practices. ERP Case Studies. ERP Future Trends.

SECTION – C

Implementation of ERP: Implementation of ERP. ERP Implementation Process. ERP Implementation Challenges. ERP Implementation Success Factors. ERP Implementation Case Studies. ERP Implementation Best Practices. ERP Implementation Future Trends.

SECTION – D

ERP Project Success and failure: Introduction to ERP. ERP Success and Failure. ERP Success Factors. ERP Failure Factors. ERP Success Case Studies. ERP Failure Case Studies. ERP Success Best Practices. ERP Failure Best Practices.

Suggested Readings:

- 1- Anderson: Enterprise Resource Planning Systems.
- 2- Galletta: Enterprise Resource Planning Systems. Concepts and Applications.

Objectives: The objectives of this course are to acquaint students with the inter-relationship between industry and rural areas. The course is designed to provide students with a sound knowledge of the rural areas and the opportunities available to them. It would enable them to understand the various strategies available to the rural areas for their development.

SECTION - A

Objective: At the end of the course, students will be able to analyze various financial services and their impact on the economy.

SECTION – A

Financial Services. Introduction to Financial Institutions and Financial Services and their impact on the economy.

Objectives: To assess the student's understanding of concepts and to test their analytical and problem-solving skills.

SECTION – A

Introduction: To understand the concept of productivity and its measurement. Factors affecting productivity and their interrelationships.

Sources of productivity: Labor, capital, technology, and organization.

SECTION – B

Measurement of Productivity: Methods of measuring productivity and its importance in business.

Productivity and business cycles: The relationship between productivity and business cycles.

SECTION – C

Productivity and Planning: The role of productivity in economic planning.

Productivity and price trends: The relationship between productivity and price trends.

SECTION – D

Productivity and Government Policies: The impact of government policies on productivity.

Productivity differences among countries: Factors causing productivity differences between countries.

Suggested Readings:

- 1. D.J. Dunning, *Productivity in the Firm*, Graw-Hill.
- 2. Brajer, *Productivity in the Firm*, Harcourt.
- 3. Chandrasekhar, *Productivity in the Firm*, Oxford.
- 4. *Productivity in the Firm*, Harcourt.
- 5. *Productivity in the Firm*, IBF.
- 6. *Productivity in the Firm*, B.A. *Productivity in the Firm*, Approaches to Productivity in the Firm.
- 7. *Productivity in the Firm*, In the Firm, *Productivity in the Firm*, An Overview.