

PANJAB UNIVERSITY, CHANDIGARH-160014 (INDIA)
(Estd. under the Panjab University Act VII of 1947—enacted by the Govt. of India)

FACULTY OF

BUSINESS MANAGEMENT & COMMERCE

SYLLABI

FOR

Master of Business Administration (M.B.A.)
(Semester System)
Examinations, 2012-2013

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**SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (MBA) FOR THE
EXAMINATION OF 2012-2013**

- Note :*
1. *Examination in each subject will be of 3 hours duration except for Strategic Management (MBA 7201).*
 2. *The duration of Strategic Management (MBA 7201) will be of 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 MBA 7201: 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

THIRD SEMESTER

STUDENTS ARE TO OPT FOR TWO GROUPS OUT OF THE GROUPS OFFERED AND FURTHER IN EACH GROUP OPTED BY THEM THEY ARE TO OPT FOR THREE PAPERS OUT OF THE PAPERS OFFERED.

GROUP A: ENTREPRENEURSHIP AND GENERAL MANAGEMENT

MBA 7111	ENTREPRENEURIAL DEVELOPMENT AND NEW ENTERPRISE MANAGEMENT	100
MBA 7112	ENTREPRENEURIAL FINANCE	100
MBA 7113	INFRASTRUCTURE AND PROJECT FINANCE	100
MBA 7114	TAX PLANNING FOR ENTREPRENEURS	100
MBA 7115	INVESTING IN PRIVATE EQUITY	100
MBA 7116	MARKETING FOR ENTREPRENEURSHIP	100

GROUP B: FINANCE

MBA 7117	FINANCIAL STATEMENT ANALYSIS	
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MBA 7146	INDUSTRIAL AND RURAL MARKETING	100
	GROUP E: HUMAN RESOURCE MANAGEMENT	
MBA 7151	LABOUR LEGISLATION-I	100
MBA 7152	STRATEGIC HUMAN RESOURCE MANAGEMENT	100
MBA 7153	PERFORMANCE AND COMPENSATION MANAGEMENT	100
MBA 7154	ORGANISATION DEVELOPMENT	100
MBA 7155	WORKSHOP ON TRAINING AND DEVELOPMENT	100
MBA 7156	COMPARATIVE INDUSTRIAL RELATIONS	100
	TOTAL	<hr/> 600 <hr/>

FOURTH SEMESTER

MBA 7201	STRATEGIC MANAGEMENT	<hr/> 100 <hr/>
MBA 7202	RESEARCH PROJECT***	<hr/> 100 <hr/>
MBA 7203	COMPREHENSIVE VIVA-VOCE****	<hr/> 100 <hr/>

STUDENTS TO CONTINUE WITH THE TWO GROUPS OPTED BY THEM IN THIRD SEMESTER AND FURTHER IN EACH GROUP OPTED BY THEM THEY ARE TO OPT FOR TWO PAPERS OUT OF THE PAPERS OFFERED.

GROUP A: ENTREPRENEURSHIP AND GENERAL MANAGEMENT

MBA 7211	MANAGING STRATEGIC IMPLEMENTATION AND BUSINESS	
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GROUP C: INFORMATION

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

SEMESTER-I

M.B.A. 6101: BUSINESS ECONOMICS

Objective : The objective of this course is to equip the students with basic knowledge of the concepts and tools of economic analysis as relevant for business decision making.

UNIT-I

Nature and scope of business economics, concepts of economics and managerial decision making, demand theory and techniques for demand estimation, demand forecasting. Production function for single product, production function for multiple products, empirical evidence on the shape of cost curves, relevance of cost theories in business decision-making.

UNIT-II

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M.B.A. 6103 : MANAGEMENT ACCOUNTING

Objective: The objective of this course is to acquaint the students about the role, concepts, techniques and methodology relevant to accounting function and to impart knowledge regarding the use of cost accounting information in managerial decision making.

UNIT-I

Conceptual basis of accounting - N

M.B.A. 6105 : 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 m

M.B.A. 6106 : 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-I

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

Network: Services and its classification; knowledge management using internet; search engines, techniques to use search engine effectively; use of on-line databases (RBI/world bank/IMF etc.) in terms of data extraction and report generation; html – (us)-24(e)30; htm;es1ro.i

basic qualities, mechanics of letter writing, and specific types of letters, internal communication through memos, minutes and notices.

UNIT-II

Principles of oral communication, speeches: Speech of introduction, of thanks, occasional speeches, theme speech, mastering the art of giving interviews in the following: selection or placement interview, appraisal interview, exit interview, group communication: meetings and group discussions, report writing, principles of effective presentations including use of audio-visual media, business and social etiquette.

References :

1. Courtland, B. L. and Thill, J.V., *Business Communication Today*, Pearson Education.
2. Lochar, K.O. and Maczmarch, S.K., *Business Communication: Building Critical Skills*, Tata McGraw Hill Companies.
3. Murphy, H.A. and Hilderland, W. and Thomas, P.J., *Effective Business Communication*, Tata McGraw Hill Companies.
4. O'Rourke, J.S., *Management Communication: A Case Analysis Approach*, Pearson Education.
5. Rao, S.S., *Handbook for Writers and Editors*, Vikas Publishing House Pvt. Ltd.
6. Raymond, L. and Flately, M., *Basic Communication: Skills for Empowering the Internet Generation*, Tata McGraw Hill.

M.B.A. 6202 : 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 HRM practices on organizational performance, implications for HRD, contemporary issues in human resource management, global HR practices.

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.

M.B.A. 6203 : 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, linear programming: Meaning, assumptions, advantages, scope and limitations, formulation of problem and its solution by graphical and simplex method TJ ET Q q BT /F3kF10

M.B.A. 6205 : LEGAL ASPECTS OF BUSINESS

Objective : The objective of this course is to introduce the students with different legal aspects of business.

UNIT-I

Corporate personality, features of company, registration and incorporation, memorandum of association, articles of association, prospectus, shares, shareholders and members, limited liability partnership.

UNIT-II

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SEMESTER III

MBA7111: ENTREPRENEURIAL DEVELOPMENT AND NEW ENTERPRISE MANAGEMENT

Objective: The objective of the course is to provide conceptual and theoretical understanding about the development of entrepreneurship and its significance in Indian economy, and to highlight issues in new enterprise management.

UNIT I

Entrepreneurship: Concept and definitions, entrepreneurship and economic development, classification and types of entrepreneurs, entrepreneurial competencies, factors affecting entrepreneurial growth: Economic, non-economic factors, traits/qualities of entrepreneurs, intrapreneur, manager v/s entrepreneur.

UNIT II

Elements for a programme, entrepreneurial training and development programmes, entrepreneurship orientation and awareness programme, evaluation of various EDP programmes, women entrepreneurs, steps taken by government, to promote EDP's, institutional entrepreneurial environment in India.

UNIT III

Definition of MSME (*micro, small and medium enterprises*), rationale, objective, scope, role of MSME in economic development of India, significant provisions of MSME Act, 2006, mechanics of selling of new enterprise: Size and location, optimum units: Its meaning and determinants, size of industrial units in India, feasibility studies, technical, marketing and finance, managerial problems of new enterprises, production purchasing, financing, labour and marketing problems, facilities provided by different institutions and agencies in India, role of SMEs in global environment.

UNIT IV

Role of support institutions: of director of industries, DIC, SIDO, SIDBI, small industries. development corporation (SIDC), SISI, NSIC, NIESBUD, state financial corporation (SFCs).

References:

1. Desai, V., *Small – Scale Industries and Entrepreneurship*, Himalaya Publishing House.
2. Deshpande, M. V., *Entrepreneurship of Small Industries*, Deep and Deep Publications, New Delhi.
3. Holt, D.H., *Entrepreneurship – New Venture Creation*, Prentice Hall.
4. Kaulgud, A., *Entrepreneurship Management*, Vikas Publishing House, New Delhi.
5. Otes, D., *A Guide to Entrepreneurship*, Jaico Books Publishing House, New Delhi.
6. Theduri, B., *Entrepreneurship Development: An Analytical Study*, Akansha Publishing House, New Delhi

MBA7112: ENTREPRENEURIAL FINANCE

Objective: The objective of this course is to

MBA7114: TAX PLANNING FOR ENTREPRENEURS

Objective: The primary objective of this course is to familiarize the students with relevant provisions of taxation laws (both direct and indirect taxes) for entrepreneurs. It will develop students' skill for handling business problems using appropriate concepts of taxation laws.

UNIT I

Introduction to corporate taxation: Importance of tax planning as a management decision, minimizing tax liability: tax evasion, tax avoidance and tax planning, objectives and basis of tax planning, key terms related to tax assessment of companies: Indian company, domestic company, foreign company, investment company, residential status of a company, scope of total income, carry forward and set off of losses, minimum alternative tax, provisions related to tax assessment of companies, tax assessment rates and exemption limits for companies.

UNIT II

4. Singhania, V. K., *Direct Taxes - Law & Practice*, Taxmann Publications Pvt. Ltd., New Delhi.
5. Singhania, V. K., Singhania, K. and Singhania, M., *Direct Taxes Planning and Management*, Taxmann Publications Pvt. Ltd., New Delhi.
6. Stern, W.R. and Brittain, C.A., *Tax Planning for Business (Entrepreneur Legal Guides)*, Entrepreneur Press Book.

UNIT-III

Impact evaluation and financial performance: Impact evaluation: measuring the benefits of microfinance, common approaches and challenges, financial performance measures: cost-benefit analysis (e.g. is this a cost-effective investment?), risk management, transparency and accountability, important questions and tools for managers, investors, financial analysis: MFI financial statements, balancing mission with sustainability: credit plus approaches : challenges of explosive growth for MFIs, the case for targeted subsidy for non-credit programs, Integrated vs. separate delivery channels for “credit plus” programs, the case for market discipline and self-sufficiency.

UNIT-IV

Commercialization of microfinance: Balancing business & development, theory: large scale/commercialization of MF creates competition, client choices, and better services (e.g. Bangladesh, Bolivia), NGOs transforming into banks/finance companies, market growth and crisis: Bolivia.

Support institutions and access to capital markets: Innovative structures and support institutions for microfinance expansion, micro investment vehicles and capital market, independent social entrepreneurship (Kiva, blue orchard, etc).

Looking ahead: Microfinance challenges and opportunities: Doing good by doing well, or no longer serving the poor? Can profit-driven MFIs achieve same development impact as NGOs? Does microfinance lift people far enough out of poverty? Constraints to growth: talent and capital, new opportunities: examples of social entrepreneurship.

References :

1. Dichter,

UNIT I

Management and control: Basic concepts of management control system, strategic planning, inter-relationship among strategic planning, management control and operational control, designing and introduction of management control system, management control system and responsibility accounting, informal management controls.

UNIT II

Structure of management control: Need for delegation, types of responsibility centers, organizational structure of responsibility centers, measuring and controlling assets employed, objectives and methods of transfer pricing, pricing corporate services and administration of transfer prices.

UNIT III

Management control process: Strategic planning, analysis of new and ongoing programmes, strategic planning process, implementing radical process and product innovation strategy, programming and budgeting, budget preparation process, performance evaluation, performance evaluation systems, interactive control, analyzing and reporting, types of reports, report preparation, management information systems, management information systems and computers.

UNIT IV

operators, mobile portals, third-party billing and payment providers, mobile device manufacturers, wireless applications service providers (WASPs).

UNIT II

Mobile communications: Historical perspective, basic architecture basic multiplexing schemes, separating uplink and downlink traffic, 2G landscape, 3G technology, transition toward 3G-GSM migration, TDMA migration, PDC migration, CDMA one migration, mobile internet: introduction, TCP/IP on a mobile network, mobile IP: routing packets to mobile nodes, TCP wireless application protocol, overview of the WAP architecture, WAP gateway and legacy protocol stack, operating without a WAP gateway, the wireless application environment, the WAP usability.

UNIT III

Mobile security: The role of cryptography, secret key cryptography, GSM's sim-based authentication, public key cryptography, digital signatures, certificate authorities, combining public and secret key cryptography, message authentication codes, mobile payment: mobile pay BT /F3 7.92 Tf 0 0 0 BT /F3 o7-(i)160

UNIT I

Production function: Production function & the organization, five Ps of production, production strategy, planning & controlling the operations - product selection linking the product with marketing, planning the operation, setting up production system, controlling the production, manufacturing system design: organization of manufacturing operation, job batch and flow production methods, group technology - coding composite component, product flow analysis, group technology and just-in-time.

UNIT II

Just-in-time manufacturing: JIT manufacturing, people involvement, total quality control, advantage of JIT manufacturing, elements that support JIT flow, the Kanban system optimized production technology (OPT) manufacturing & service strategies: manufacturing as a competitive advantage, corporate strategy & manufacturing strategy, production planning and inventory control in manufacturing strategy.

UNIT III

Theory of constraints & synchronous manufacturing: Introduction, theory of constraints, the goal of performance measures, synchronous manufacturing, speed to market, bench marking, simultaneous engineering, reverse engineering, technology audit, strategic alliances.

UNIT IV

Technological innovation in manufacturing: Automated design support, computer numerical control (CNC) machines, computer aided manufacturing (CAM), flexible manufacturing system (FMS), computer integrated manufacturing (CIM), artificial intelligence (AI), automation in services.

References :

1. Dilworth, J.B., *Production & Operations Management*, McGraw-Hill.
2. Narasimhan, S.L., Mcleavey, D.W. and Billington, D.W., *Production Planning & Inventory Control*, Prentice Hall of India.

MBA7133: BUSINESS PROCESS RE-ENGINEERING

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

UNIT II

The new world of work, the enabling role of information technology, perspectives on the customer, understanding markets, customer research within markets, service and specifications from the customer, insights from customer analysis.

UNIT III

Understanding the influences in the background, perspectives on the background, dynamic nature of the 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 line details, mapping the new process, developing business policies, information channels and communications, feedback for continuous improvement, implementing system and structural changes, selecting the right frame, the horns of the downsizing dilemma, maximizing the chances for reengineering success, resistance to change, the transition process, revitalizing the organization for long term durable change, reengineering experience.

References :

1. Dey, B.R., *Business Process Reengineering & Change Management*, Dreamtech Press Edition.
2. Hammer, M. and Champy, J., *Reengineering the Corporation - A Manifesto for Business Revolution*, Nicholas Brealey Publishing Limited, London.
3. Jawadekar, W.S., *Redesigning the Business Organization*, Tata McGraw Hill Publishing Company Limited.
4. Kerin, F.C., Father, J.J. and Lynch, R.L., *Corporate Renaissance*.
5. Lowenthal, J.N., *Reengineering the Organization* McGraw-Hill Higher Education.

MBA7134: SYSTEMS ANALYSIS AND DESIGN

Objective: The objective of the course is to understand the tools and techniques of data capturing, storing and disseminating for efficient working of organization.

UNIT I

Data and information: Types of information: Operational, tactical, strategic and statutory : why do we need information systems, management structure, requirements of information at different levels of management, functional allocation of management, requirements of information for various functions, qualities of information, small case study, systems analysis and design life cycle: requirements

determination, requirements specifications, feasibility analysis, final specifications, hardware and

MBA7135: ENTERPRISE RESOURCE PLANNING

Objective: The objective of this course is to acquaint the students with the knowledge of computerized productions, Materials distribution system of a manufacturing organization and impart knowledge to the students in the conceptual and operational aspects of ERP.

UNIT I

Evolution of ERP, definition and ERP packages used- integrated management information, business process re-engineering, data warehousing, supply chain management- MRP (1), MRP (2), DRP, JIT

UNIT II

ERP modules: Finance, manufacturing, materials - quality benefits of ERP, reducing lead time, reduction in cycle time - DRP markets, going ERP way, ERP evaluation criteria.

UNIT III

ERP implementation, role of consultants, vendors and users, implementation life cycle, project planning- team training, end user training post implementation- implementation in large scale organization.

UNIT IV

ERP bridging business and technology baan implementation (case study) ERP ware, future direction of ERP, new business segments, RAMCO Marshall world class ERP- SAP R3 (case studies).

References :

1. Garg, V.K. and Venkitakrishnan, R.K., *ERPWARE & ERP Implementation Framework*, Prentice Hall Inc.
2. Leon, A., *Enterprise Resource Planning*, Tata McGraw-Hill.
3. Sadagopan, S., *ERP: A Management Perspective*, Tata

3. Goyal D. P., *Management Information Systems: Managerial Perspective*, Macmillan India Limited, New Delhi.
4. Kanter, J., *Managing with Information*, Prentice Hall of India.
5. Laudon, K. C. and Laudon, J. P., *Management Information Systems: Organization and Technology in the Network Enterprise*, Prentice Hall.
6. Murdic, R.G., and Claggett, J.E., *Information Systems for Modern Management*, Prentice-Hall.

MBA7141: ADVERTISING AND CONSUMER BEHAVIOUR

Objective: Purpose of the paper is to acquaint the participants with concepts, techniques and applications

3. Onkysist, S., and Shaw, J., *International Marketing*, Routledge.
4. Subhash C. Jain, *International Marketing*, Cengage Learning India Pvt Ltd.

MBA7143: MARKETING RESEARCH AND PRODUCT MANAGEMENT

Objective: The course aims to develop the student's ability to conduct, evaluate and research particularly with respect to marketing mix elements. It also seeks to develop an understanding of the innovation process and the methods of analysis and evaluation used in the product development process.

UNIT I

An overview of marketing research - Definition and scope; phases, changes due to technology including the internet; the marketing research industry, experimental research design, application of marketing research and the following techniques of multivariate analysis to marketing mix elements viz.- factor analysis, cluster analysis, multi dimensional scaling and conjoint analysis, product research, advertising research - setting advertising objectives, concept testing, audience profiling, copy research, media research.

UNIT II

Pricing research including use of conjoint analysis for this purpose, package research distribution research, research for market segmenting including the use of cluster analysis for this purpose, scale validation - relationship of validity and reliability - their types and their estimation, qualitative research tools including ethnography and laddering.

UNIT III

Product management : In context of business strategy, the relationship of product management to the marketing concept, product mix concept, product classification, product planning: marketing plan,

UNIT IV

License, contracts & recovery, legal process, PF/ESIC & exemptions, food & restaurants, PPF, IR – law, shops & establishments, IPR (Intellectual Property Rights), types of various retail format, concepts in mall design, factors influencing malls establishments, statistical methods used in measuring mall performance, aspects in finance, security / accounting, HR, quality management and retail, emerging trends in retail.

References :

1. Bajaj C., *Retail Management*, Oxford Publication.
2. Chaffey, Dave, Richard, Mayor, Kevin Johnston and Fiona Ellis- Chadwick, *Internet*

UNIT III

Warehousing and inventory management: Role of warehousing in global SCM, functions of warehousing, types of warehouses; lean management (manufacturing), it systems (MPS, MRP, MRPII, ERP, DRP), material handling; Packaging; inventory management under conditions of certainty and uncertainty.

UNIT IV

International forwarding; material requirements planning; economic order quantity (EOQ), Wilson's formula, silver – meal method, Wagner – Whitin method, determination of safety inventory; SCM networks its features & networks owned by international corporations, leadership network, partnership network, configuration and management of SCM networks; green SCM, recent trends in global SCM.

References :

1. Coyle, J. J., *A Logistic Approach to Supply Chain Management*, Cengage Learning.
2. Coyle, J. J., Bardi, Edward J. and Langley, C. John., *The Management of Business Logistics*, Thomson South-Western.
3. Lambert, D.M., Stock, A.R., and Ellram, L.M., *Fundamental of Logistics Management*, McGraw-Hill.
4. Mangan, J., Lalwani, C., and Butcher, T., *Global Logistics and Supply Chain Management*, John Wiley & Sons, Ltd.
5. Mohanty, R. P. and Deshmukh, S.G., *Supply Chain Management: Theory and Practice*, Britzania.
6. Pierre David, *International Logistics*, Bizantra.
7. Wisner, J. D., Leong, G. K. and Tan, K. C., *Principles of Supply Chain Management*, South-Western, Cenage Learning.
8. Wood, D. F., Baron, A., Murphy, P., & Wardlow, D., *International Logistics*, Amcon, N.Y.

MBA7146: INDUSTRIAL AND RURAL MARKETING

Objective: To impart the knowledge about industrial marketing and to orient students to the realities of rural marketing in India, its strengths, weaknesses opportunities and threats in changing global context. To understand how marketing strategies are different in industrial markets as compared to consumer markets.

UNIT I

UNIT II

Industrial market mix strategy, product strategy, pricing strategy, channel strategy, communication strategy, promotional strategy in industrial markets, management of sales force for industrial markets, problems of industrial marketing in India, the realities of rural marketing in India, its strength, weaknesses opportunities & threats in changing global context.

UNIT III

Rural marketing concept, rural marketing environment, rural market index, Indian-rural market, rural & urban markets: a comparative analysis, segmentation of rural markets, rural consumer behavior, rural market & product strategy, rural market & pricing strategy, rural market & distribution strategy, rural market & communication strategy.

UNIT IV

Rural marketing of FMCG, consumer durables, financial services, agricultural inputs, e-rural marketing,

UNIT II

Industrial Dispute Act, 1947 - Definition of industry, workmen, industrial dispute, procedures, power and duties of authorities, strikes and lockouts, layoffs and retrenchment, Industrial Employment (standing order) Act, 1947 - certification process of standing orders.

UNIT III

Trade Union Act, 1926 - Registration, immunities available to registered trade unions, Payment of Wages Act, 1936 - deductions and authorities, Minimum Wages Act, 1948 - fair wages, leaving wages, minimum wages, fixation of minimum rate of wages.

UNIT IV

Contract Labour (regulation and abolition) Act, 1970 - Advisory boards, registration of establishments, licensing of contractors, welfare and health of contract labour, Interstate Migrant Workmen (regulation of employment and conditions of services) Act, 1979 - welfare and health measures of interstate migrant workmen.

References :

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MBA7153: PERFORMANCE AND COMPENSATION MANAGEMENT

Objective: The objective of the course is to impart relevant knowledge required to perform the functions of human resource planning in an organisation and equipping seekers with comprehensive and practical skills to manage employees' performance effectively, and to understand the structure and components of wages and salaries, and the wage administration in India.

UNIT I

Performance management - Performance management system, performance counseling, performance planning, performance appraisal, potential appr,6614.88 Tm [(a)-35(n)2(p)-21 72 57mance

4. Kandula, S.R., *Performance Management: Strategies, Interventions, Drivers*, PHI.
5. Marshall, D.R., *Successful Techniques for Solving Employee Compensation Problems*, John Wiley & Sons.
6. Patten, T. H., *Pay-Employee Compensation and Incentive Plans*, McGraw-Hill.
7. Rock, M. L. and Berger, L.A., *Compensation Handbook: A State-of-the Art, Guide Compensation Strategy and Design*, McGraw-Hill.

MBA7154: ORGANISATION DEVELOPMENT

Objective : This course helps the students to understand how organizations have to develop themselves for future. Various methods shall be taught to them so that they learn how to intervene in the ongoing systems.

UNIT I

Definition, Need and importance of OD, values, assumptions and beliefs in OD, foundations of OD, OD process, action research, overview of OD interventions.

UNIT II

Effective team building, comprehensive interventions: confrontation meeting, survey feedback, grid OD program.

UNIT III

Structural interventions : Work redesign, quality of work-life, quality circles, strategic management and OD, collective management by objectives, parallel learning structures, sensitivity training, life goal exercises, coaching and mentoring.

UNIT IV

Study of few successful OD efforts made in organizations, issues in client consultant relationships, power, politics & OD, conditions for success and failure of OD, future of OD.

References :

1. Beckard, R., *Organization Development - Strategies and Models*, Addison-Wesley.
2. Brown, D.R and Harvey, D., *An Experiential Approach to OD*, Pearson Education Inc.
3. Cummings, T., and Worley, C., *Organizational Development and Change*, Thomson Press.
4. French, W., Bell, C. and Vohra, V., *Organization Development - Behavioral Science Interventions for Organization Improvement*, Pearson Education Inc.

5. French, W., Bell, C. and Zawacki, *Organization Development and Transformation - Managing*

MBA7156: COMPARATIVE INDUSTRIAL RELATIONS

Objective: The course aims at providing the participants an international perspective of industrial relations and an awareness of industrial relations, policies and practices in other countries to help them to explore their relevance to India.

UNIT I

Comparative industrial relations theory, objective and significance, historic background of the growth of modern industrial relations.

UNIT II

Trade unions and collective bargaining – A comparative study, types and structure of trade unions at international level, industrial relations in multinational enterprises.

UNIT III

Comparative view of the role of state and worker's participation in decision making in U.K., U.S.A, Japan, Germany, Russia and developing country (Bangladesh, Pakistan, Korea and India).

UNIT IV

Comparative industrial relations and policy in U.K., U.S.A., Japan, Germany, Russia and developing countries, Industrial relations in the world in future.

References :

1. Bean, J., *Comparative Industrial Relations: An Introduction to Cross-National Perspectives*, Croom Helm, London.
2. Dunlop, J. T., *Industrial Relation System*, Holt and Company, New York.
3. Johanes, *Negotiating Development – Labour Relations in Southern Asia*, International Labour Office, Geneva.
4. Niland, J. R., *The Future of Industrial Relations: Global Change and Challenges*, Sage Publications, London.
5. Richardson, J.H., *An Introduction to Study of Industrial Relations*, Routledge, London.

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SEMESTER IV

MBA7201: STRATEGIC MANAGEMENT

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

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

UNIT I

Introduction to corporate strategy, an overview of formulation and implementation of strategy (including various models of strategy formation and implementation), mission including various approaches to business model, environmental analysis (including various tools of analysis), corporate resources and core competencies, personal goals and aspirations of top management, social responsibility and corporate governance, corporate strategy (including diversification and vertical integration), execution of corporate strategy (Including strategic alliance and acquisitions).

UNIT II

Business level strategies (including various typologies for BLS), functional level strategies, strategic alternatives (including models for development of strategic alternative), strategy and technology, strategy and industry life cycle, evaluation of strategy, implementation of strategy, organisation structure and strategy.

References :

1. Hill, Charles W.L. and Jones, Gareth R., *Strategic Management*, Dreamtech Press India, Indian Adaptation.
2. Hitt, Michael and Hoskisson, Robert E., *Strategic Management: Competitiveness and Globalization*, South Western Thomson.
3. Hunger J. David, Wheelen, Thomas L. and Wheelen Tom, *Essentials of Strategic Management*, Prentice Hall of India.
4. Porter, M. E., *Competitive Advantage*, The Free Press, New York.
5. Thompson, Arther A., Strickland, A. J. and Gamble, John E., *Strategic Management, Concepts and Cases*, Tata McGraw Hill.

Harvard Business School Press.

2. Flood, P., T. Dromgoole, S. Carroll and L. Gorman, *Managing Strategy Implementation*, Wiley-Blackwell.
3. Kochan, T. and S. Rubinstein, *Learning from Saturn: Possibilities for Corporate Governance and Employee Relations*, ILR Press, Ithaca and London.
4. ~~Luecke, R., *Managing Change and Transition*, Harvard Business School Press.~~
5. ~~Macmillan, H.~~ and Tampoe M., *Strategic Management: Process, Content and Implementation*, Oxford University Press.

MBA7212: MANAGING TEAMS

Objective: In this course effort shall be to make individuals effective team members and also how they can build effective teams in their respective organizations.

UNIT I

Definition of teams, types and value of teams, characteristics of effective teams, areas in which team fails, reasons for their failure.

UNIT II

Formal team diagnostic meeting, formal team building meeting, process consultation interactions.

UNIT III

Techniques and exercises used for building effective teams – role analysis technique, role negotiation technique, interdependency exercise, responsibility charting, force field analysis.

UNIT IV

Inter group team building interventions as given by Blake, Mouton and Shepard, organization mirroring

5. French, W., Bell, C., and Zenger, T., *International- Managing Effective Change*, Tata McGraw Hill Publishing Company.
6. Hartzler, M. and Henry, J., *Team Effectiveness: A Research-Based Team*, Tata McGraw Hill Publishing Company.
7. Schein, E., *Organization Psychology*, Prentice Hall.
8. Walton, R.E., *Inter personal Peacemaking*. MA, Addison Wesley Publishing Company.

MBA7213: MANAGING GLOBAL BUSINESS

Objective: The objective of this course is to acquaint the student with the multinational enterprise and also the environment affecting the working of MNE's.

UNIT I

Definition of multinational enterprise, nature of multinational enterprise, reasons for growth of MNEs in world economy, EPRG model, the environment of international business – global economic, cultural, social, legal, PEST analysis.

UNIT II

Regulation of international business –

4. Mellahi, K., Frynas, J. George and Finlay Paul, *Global Strategic Management*, Oxford University Press.
5. Peng Mike W., *Global Strategy*, Cengage Learning.
6. Rugman, Alan M., Hodgetts, Richard M.,

international risk; international monetary system; balance of payments; foreign exchange markets; international parity relationships; forecasting foreign exchange rates.

UNIT II

International financial markets and institutions: International banking and money market; international bond market; international equity markets; futures and options on foreign exchange; currency and interest rate swaps; international portfolio investment.

UNIT III

Foreign exchange exposure and risk management: Management of economic exposure; management of transaction exposure; management of translation exposure; management of political exposure; management of interest rate exposure; hedging against foreign exchange exposure; hedging through mixed currency invoicing; country risk analysis.

UNIT IV

Financial management of multinational firms: Foreign direct investment and cross-border acquisitions, international capital structure and the cost of capital; international capital budgeting; multinational working capital policy and cash management; exports and imports; international tax environment; corporate governance around the world.

References :

1. Apte, P.G., *International Financial Management*, Tata McGraw Hill Publishing Company Ltd.
2. Bekaert, G. and R.J. Hodrick, *International Financial Management*, Prentice Hall.
3. Eiteman, D.K., Stonehill, A.I. and Moffett, M.H., *Multinational Business Finance*, Pearson Education.
4. Eun, C. and Resnick, B., *International Financial Management*, McGraw-Hill/Irwin.
5. Madura, J., *International Corporate Finance*, Thomson South-Western.
6. Shapiro, A.C., *Multinational Financial Management*, John Wiley & Sons, Inc.

MBA7223: BEHAVIORAL FINANCE

Objective: The purpose of this course is to introduce the student to the new field of behavioral finance. The field treats how psychological factors affect the decision-making of individual investors and how these factors in turn affect the financial markets. It questions the common assumption of efficient markets within the traditional neoclassical economic theory.

UNIT I

Conventional finance, prospect theory and market efficiency: Traditional versus behavioral finance, neoclassical economics, expected utility theory, risk attitude, allais paradox, asset pricing, the pricing of risk, market efficiency, agency theory, prospect theory and extensions, framing and mental accounting, challenges to market efficiency, some key anomalies, noise-trading and limits to arbitrage.

UNIT II

Behavioral science foundations and investor behavior: Heuristics and biases, overconfidence, emotional foundations, implications of heuristics and biases for financial decision-making, implications of overconfidence for financial decision-making, individual investors and the forces of emotions.

UNIT III

Social forces and market outcomes: Social interactions and investments, empirical evidences of social forces at work. Behavioral explanations to market anomalies, behavioral factors and stock market puzzles - the equity premium puzzle, real-world bubbles, experimental bubbles market, behavioral finance and market valuations, excessive volatility.

UNIT IV

Behavioral corporate finance and money management: Managerial decision-making, financial decisions, capital budgeting and other investment decisions, dividend policy decisions, loyalty, agency conflicts and corporate governance, initial public offers, mergers and acquisitions, neurofinance and the trader's brain.

References :

1. Ackert, L. and Deaves, R., *Behavioral Finance: Psychology, Decision-Making, and Markets*, South-Western Cengage Learning.
2. Forbes W., *Behavioural Finance*, John Wiley & Sons Ltd.
3. Montier, J., *Behavioral Finance: Insights into Irrational Minds and Markets*, John Wiley & Sons Ltd.
4. Pompian, M. M., *Behavioral Finance and Wealth Management: How to Build Optimal Portfolios That Account for Investor Biases*, John Wiley & Sons Ltd.
5. Baker, H. K. and Nofsinger, J. R., *Behavioral Finance: Investors, Corporations, and Markets*, John Wiley & Sons Ltd.
- 6.

9. Shiller, R. J., *Irrational Exuberance*, Princeton University Press.
10. Parikh, P., *Value Investing and Behavioral Finance*, Tata McGraw Hill Ltd.

MBA7224: CORPORATE GOVERNANCE

Objective: The objective of this course is to explore business, financial, political and legal issues affecting systems by which corporations are directed and controlled both in industrialized and developing countries.

UNIT I

Introduction to the corporation and corporate governance: T

3. Lipman, F.D. and Lipman, L.K., *Corporate Governance Best Practices: Strategies for Public, Private, and Not-for-Profit Organizations*, Wiley & Sons.
4. Mathur, U.C., *Corporate Governance and Business Ethics: Texts and Cases*, Macmillan Publishers Ltd.
5. Monks, Robert A.G. and Minow, N., *Corporate Governance*, Wiley- Blackwell.
6. Tricker, B., *Corporate Governance: Principles, Policies, and Practices*, Oxford University Press.

MBA7231: KNOWLEDGE MANAGEMENT

Objective: The subject aims at practical applications of KM tools and technologies explaining the basic knowledge representation, problem solving in industry.

UNIT-I

Introduction: Definition, evolution, need, drivers, scope, approaches in organizations, strategies in organizations, components and functions, understanding knowledge; Learning organization: five

3. Tiwana, A., *The KM Toolkit – Orchestrating IT, Strategy & Knowledge Platforms*, Pearson Education.
4. Rao, M., *Leading with Knowledge*, Tata Mc-Graw Hill.
5. Senge, P., *The Fifth Discipline Field Book – Strategies & Tools for Building A Learning Organization*, Nicholas Brealey.
6. Warier, S., *Knowledge Management*, Vikas Publications

MBA7232: MANAGEMENT OF TECHNOLOGY

Objective: To provide students with the requisite knowledge of concepts and to impart practical skills and techniques required in the area of strategies for managing technology in business.

UNIT I

Management of technology: Various aspects and issues, strategic considerations, technological change and innovation, impact of technological change on employment and productivity, social consequences.

UNIT II

Technology forecasting, technology development, technology acquisition and transfer. Technology absorption and diffusion, evaluation/assessment of competing technologies, foreign diffusion, collaboration and strategic technological alliances.

UNIT III

Law regarding protection of trade intellectual property rights, patents, trademarks, TRIPS and W.T.O. - Its impact on Indian economy.

UNIT IV

Technological environment in India - Technology policy, role of various government organisations such as DST, CSIR in development and dissemination of technology, technology development at organisation level, role of information system, quality systems and market feedback.

References :

1. Fredruck Betz, *Managing Technology*, Prentice Hall.
2. MaukDudgson, *Technology Strategy and the Firm*, Longman Publications.

7. Turban E. and Aronson J., *Decision Support Systems and Intelligent Systems*, Prentice-Hall.

UNIT IV

Role of marketing communication: Key reasons for GAP-4 involving communication, role of price and value in provider GAP-4, role of non-monetary cost, price as an indicator of service quality, physical evidence in services: types of service scapes, role of service GAPS, framework for understanding service GAPS and its effect on behaviour, marketing of services in selected industries: Banking, insurance, tourism, transportation, educational services, advertising and real estate.

References :

1. Bhattacharjee, C., *Services Marketing*, Excel books.
2. Jha, S.M., *Services Marketing*, Himalaya Publishing House.
3. Lovelock, C., *Services Marketing*, Pearson Education.
4. Mudie, P. and Pirrie, A., *Services Marketing*, Elsevier/Butterworth-Heinemann.
5. Nargundkar, R., *Services Marketing*, Tata McGraw Hill International.
6. Swartz and Lacobucci, *Handbook of Services Marketing and Management*, Sage Publication.
7. Zeithaml, V.A. and Bitner, M.J., *Services Marketing*

UNIT III

Processing of an export order: Stages in implementing export transaction, procedures and documents related to quality control – ISO 9000, ISO 14000, marine insurance: types of marine insurance, marine losses, procedure and documents needed for claim.

UNIT IV

Customs and port clearance, import procedures and documents, Incoterms 2000.

References :

1. Handbook of Procedures Volume I & II.
- 2.

MBA7251: HUMAN RESOURCE INFORMATION SYSTEM

Objective: The course gives an insight into the application of human resource information systems in organizations to support organizational strategy, improve efficiency and flexibility, increase productivity and performance. The focus is on merging computer technology with a strategic human resource management perspective.

UNIT I

Introduction: Data & information needs for HR manager, sources of data, role of ITES in HRM, IT for HR managers, concept, structure, & mechanics of HRIS, programming dimensions & HR manager, software packages for human resource information system including ERP software such as SAP (System Applications and Products), oracles financials and Ramco's Marshall etc.

UNIT II

Data management for HRIS: Data formats, entry procedure & process, data -3(o)20(f)0 rg 0Tf 0 0 0 rg220(c)-1

References :

1. Balasubramanian, S., *Art of Business Leadership - Indian Experiences*, Sage Publications.
2. Bass, B.M., *Leadership, Psychology and Organizational Behaviour*, Greenwood Pub. Group.
3. Browne, C.G. & Cohn, T.S., *Study of Leadership*, Interstate Printers and Publishers.
4. Northouse, P.G., *Leadership - Theory and Practice*, Sage Publications.
5. Purohit, S. & Nayak, S., *Enhancing Personal Effectiveness: Training Instruments for*

UNIT IV

Writ jurisdiction, prevention of disputes, handling industrial action, relevant legislation disciplinary action against professionals, victimization: Meaning and scope of interference of industrial tribunal cases.

References :

1. Basu, D.D., *Administrative Law*, Prentice Hall.
2. Chaturvedi, R.G., *Departmental Enquiries and Disciplinary Actions*, Law Book Co.
3. Ghaiye, B.R., *Law and Procedure of Departmental Enquiries*, Eastern Book Co., Lucknow.
4. Malik, P.L., *Industrial Law*, Eastern Book Co.

MBA7254: LABOUR LEGISLATION-II

Objective: The objective of this course is to enhance the participants understanding of Indian environment relating to industrial relations. Emphasis would be given to provisions and case laws of various acts.

UNIT I

Factories Act, 1948 - Health, safety, welfare measures, working hours of adults, provisions related to hazardous process, employment of young persons and women, Equal Remuneration Act, 1976.

UNIT II

Child Labour (prohibition and regulation) Act, 1986 - Prohibition of employment of children, regulation of condition of work of children, the Workmen Compensation Act, 1923 - employers liability to pay compensation, the workshop and commercial establishment act.

UNIT III

Mines Act, 1952 - Provisions related to health and safety, hours and limitations of employment, leave with wages, the Apprentices Act, 1961 - Provisions relating to apprentices and their training, authorities.

UNIT IV

The Payment of Bonus Act, 1965, the Bonded Labour System (Abolition) Act, 1976 - abolition, extinguishment of liability to repay bonded debt, vigilance committees, Environment Protection Act, 1986 - prevention, control and abatement of environmental pollution, offences and penalties.

References :

1. Chakravarti, K.P., *Labour Management and Industrial Relations*, Eastern Laws House, Calcutta.
2. Kothari, G.M., *Labour Demands and Their Adjudication*, MM-Tripathi Pvt. Ltd., Bombay.
3. Malhotra, O.P., *The Law of Industrial Disputes*, Saujanya Books.
4. Malik, P.L., *Industrial Law*, Eastern Book Company, Lucknow.
5. Misra, S.N., *Labour and Industrial Law*, Central Law Publications, Allahabad.
6. Saharay, H.K., *Industrial and Labour Laws of India*, Prentice-Hall of India.
7. Srivastva, S.C., *Industrial Relations and Labour Laws*, Vikas Publishing House.

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