



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

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**Master of Business Administration (M.B.A.)
(Semester System)
Examinations, 2014-2015**

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**SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (MBA) FOR THE
EXAMINATION OF 2014-2015**

1. Evaluation of the syllabus for the examination of the MBA programme.
2. The syllabus for the examination of the MBA programme.
3. The syllabus for the examination of the MBA programme.

Instructions to the Paper Setters: (Except for MBA 7101: Strategic Management).

IF HE E A E I : 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 HE E A E F I : Set 10 questions in all. Two or Three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

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

SCHEME OF EXAMINATION FOR MBA

FIRST SEMESTER

Sl. No.	Course	Marks
MBA 6101	BUSINESS ECONOMICS	100
MBA 6102	BUSINESS STATISTICS	100
MBA 6103	MANAGEMENT ACCOUNTING	100
MBA 6104	ORGANISATIONAL BEHAVIOUR	100
MBA 6105	MARKETING MANAGEMENT	100
MBA 6106	WORKSHOP ON BUSINESS COMPUTING	50
MBA 6108	WORKSHOP ON BUSINESS RESEARCH	50
Total :		600

SECOND SEMESTER

MBA 6201	BUSINESS ENVIRONMENT	100
MBA 6202	HUMAN RESOURCE MANAGEMENT	100
MBA 6203	OPERATIONS MANAGEMENT	100
MBA 6204	FINANCIAL MANAGEMENT	100
MBA 6205	LEGAL ASPECT OF BUSINESS	100
MBA 6207	SUMMER TRAINING REPORT AND VIVA-VOCE*	100
MBA 6208	COMPREHENSIVE VIVA-VOCE**	100
MBA 6209	WORKSHOP ON BUSINESS COMMUNICATION	50
MBA 6210	WORKSHOP ON MULTIVARIATE STATISTICAL TECHNIQUES	50
Total :		800

* At the end of the examination, the students are required to submit a report on the summer training report and viva-voce.

** Comprehensive viva-voce is conducted on the basis of the assignments submitted by the students.

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 7121	FINANCIAL STATEMENT ANALYSIS	100
MBA 7122	FINANCIAL ENGINEERING	100
MBA 7123	MANAGEMENT OF FINANCIAL SERVICES	100
MBA 7124	INVESTMENT MANAGEMENT	100
MBA 7125	MANAGEMENT CONTROL SYSTEMS	

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	600
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FOURTH SEMESTER

MBA 7201	STRATEGIC MANAGEMENT	100
MBA 7202	RESEARCH PROJECT***	100
MBA 7203	COMPREHENSIVE VIVA-VOCE****	100

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 TRANSFORMATION	100
MBA 7212	MANAGING TEAMS	100
MBA 7213	MANAGING GLOBAL ENTERPRISE	100
MBA 7214	ORGANISATION STRUCTURE AND DESIGN	100
GROUP B: FINANCE		
MBA 7221	STRATEGIC COST MANAGEMENT	100
MBA 7222	INTERNATIONAL FINANCIAL MANAGEMENT	100
MBA 7223	BEHAVIORAL FINANCE	100
MBA 7224	CORPORATE GOVERNANCE	100

**GROUP C: INFORMATION TECHNOLOGY AND
OPERATIONS MANAGEMENT**

MBA 7231

KNOWLEDGE MANAGEMENT

100

**SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION FOR THE
EXAMINATION OF 2014-15**

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

M.B.A. 6102 : BUSINESS STATISTICS

definition, formulation and types, research design- definition, types, secondary data – definition, types, sources, evaluation and searches, primary data collection methods – surveys, observation and experiments, measurement and scaling concepts, measurement scales

UNIT-II

Select Stages of the Research Process- preparation of data collection instruments, questionnaire (instrument) design, sampling design and sampling procedures, sample size estimation, fieldwork, processing of data, data analysis –basic data analysis, hypothesis testing –t test, chi square test, test of proportion, bivariate analysis-tests of differences and measures of association through use of parametric and non parametric tests, report writing, use of computers in research.

References :

1. Bryman, A. & Bell, E., *Business Research Methods* Oxford University Press, New York.
2. Carver, R.H. & Nash, J.G., *Data Analysis* Cengage Learning, New Delhi.
3. Cooper, D.R. & Schindler, P.S.– *Business Research Methods* Tata McGraw Hill, New Delhi.
4. Gaur, A.S. & Gaur, S.S. *Statistical Tools for Business – A Guide to Analysis* Response Books, New Delhi.
5. Kothari, C.R., *Research Methods in Business* Wiley Eastern.
6. Kumar, R., *Research Methods in Business* Pearson Education.
7. Sekaran, U. *Research Methods for Business Administration* John Wiley, Singapore.
8. Zikmund, W.G., *Business Research Methods* Cengage Learning, Singapore.

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,

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

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

Management of companies, directors, their appointment, duties, liabilities and powers, meetings of a company, borrowing power of the company, changes and their registration, prevention of oppression and mismanagement, winding up of a company, compulsory winding up and voluntary winding up.

UNIT-III

Objectives of foreign exchange management act, provisions of FEMA dealing with regulation and management of foreign exchange, economic offences and penalties, the prevention of money Laundering Act, 2002, Law of securities and stock exchanges, The Information and technology Act, 2000.

UNIT-IV

Objectives of Consumer Protection Act, 1986, rights of consumers, duties and obligations of business organization under consumer protection act, objectives of Environment Protection Act 1986, duties and obligations of business organization under Environment Protection Act 1986, Competition Act, 2002, Patent Law.

References :

1. Datey, V.S., *Students Guide to Economics* —
2. Majumdar, A.K. and Kapoor, G.K., *Company Law & Trusts* Taxman Allied Services Pvt. Ltd.
3. Singh, A., *Company Law* Eastern Book Co., India.

M.B.A. 6209 : WORKSHOP ON BUSINESS COMMUNICATION

Objective : 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.

UNIT-I

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.

UNIT-II

Principles of oral communication, speeches: speech of introduction, speech 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* Pearson Education.
2. Lochar, K.O. and Maczmarch, S.K., *Business Communication Business Crystals*, 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., *Practical Business Communication Approaches*, Pearson Education.
5. Rao, S.S., *Human Resources Management*, Vikas Publishing House Pvt. Ltd
6. Raymond, L. and Flatley, M., *Business Communication Skills for Personal and Professional Development*, Tata McGraw Hill.

SEMESTER III

**MBA 7111: 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 p.g

MBA 7112: ENTREPRENEURIAL FINANCE

Objective: The objective of this course is to orient the new entrepreneurs with the problems and issues involved in financing new enterprise—

UNIT I

The business plan: the dual purpose document, business plan development and advice, the business plan, development of proformas, checklist of financial information, business plan development sources.

UNIT II

Financial statements and analysis: income statement, balance sheet, cash flow statement, ratio analysis, breakeven analysis, management of working capital.

UNIT III

Valuation: Premoney and postmoney valuation, key factors influencing valuation, valuation methods, multiples, multiples of gross margin, asset valuation, capitalization of cash flows, raising capital: Value added investors, sources of capital.

UNIT IV

Debt financing: types of debt, sources of debt financing, creative ways to structure long-term debt, debt financing for working capital, equity financing: Sources of equity capital, private placement, venture capital, private equity firms, international private equity, small-business investment companies, initial public issue, public equity process, direct public offerings, angel financing, intrapreneurship: Intrapreneurship models, traits of high growth intrapreneurship, signs of intrapreneurship success, standard operating procedures, intrapreneurship blunder.

References :

1. Hold, D., *Entrepreneurship: A Practical Approach*, Prentice Hall Education.
2. Hull, J.C., *Principles of Financial Accounting*, Prentice-Hall Inc.
3. Leach, C.J. and Melicher, R.W., *Entrepreneurial Finance*, South-Western College Publishers.
4. Levin, J.S., *Structuring Venture Capital Equity in Entrepreneurial Ventures* Little
Brown and Co2(s)-2.302p0h609(of)-3.9f -2-326(u)10.8696(r)0683(l)[(3.)250TJ /R8 11.041p6(ur)-3.95402(s)-2.307D

MBA 7114: 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., *Drugs and Investments*, Taxmann Publications Pvt. Ltd., New Delhi.
5. Singhania, V. K., Singhania, K. and Singhania, M., *Drugs Investment*, Taxmann Publications Pvt. Ltd., New Delhi.
6. Stern, W.R. and Brittain, C.A., *Investment or Business Entrepreneurial Guide*, Entrepreneur Press Book.

MBA 7115: INVESTING IN PRIVATE EQUITY

Objective: To familiarize the students with the tools and techniques for investing in private equity.

UNIT-I

Equity shares and their risk return characteristics, different types of equity shares, knowing market indices (SENSEX and NIFTY) and their importance, valuation of equity shares, significance and approaches, risk and return theory, concepts of risk and return, diversification of risk, measurement of risk and return, estimation of discount rates, cash flows, growth rates.

UNIT-II

The investment environment, equity trading: Market & mechanism, security analysis: macroeconomic and industry analysis, company analysis, technical analysis (charts, line

4. Fischer, D.E. and Jordan. R.J., *Short Answer & Portfolio Management*, Pearson Education.
5. Sharpe, W., *Portfolio or Capital Markets*, Tata McGraw-Hill.
6. Sharpe, W., Alexander, G.J. and Bailey, J.W., *Financial Investment*, Pearson Education.

MBA 7116: MARKETING FOR ENTREPRENEURSHIP

Objective: This course aims at orienting the participants about need and importance of marketing strategies for entrepreneurs – other than those included in the compulsory paper on strategic management. It endeavours to sharpen the grasp of theoretical concepts and analytical ability of students particularly through the use of relevant cases.

UNIT-I

Introduction and overview of marketing strategy: Definition, brief history and current trends; importance, conceptual framework of marketing strategy, alternative approaches to developing the strategic marketing plan especially formal planning systems, writing a strategic marketing plan for Entrepreneurs.

UNIT-II

Marketing strategy in different situations: Product life cycle and marketing strategy, managing profit growth, sales growth, new products, product lines, product portfolio, strategies for market leaders, challengers, followers and niches, offensive and defensive competitive strategy.

UNIT-III

Marketing strategy in different situation continued: Competing on costs, competing on price, competition between price points, segmentation strategies, market share strategies, speed as strategy, marketing strategies for nonprofit organizations and for select prominent business sectors of the Indian economy.

UNIT-IV

Marketing strategy implementation, Mcki.448(e)9.21631(323(i)-4.60948(ne)-1.65326(nt)-4.6044(M)-2.30675(H)4.60944

MBA 7121: FINANCIAL STATEMENT ANALYSIS

Objective: This course is designed to prepare students to interpret and analyze financial statements effectively.

UNIT-I

Introduction and foundation for effective financial statement analysis, form of financial statements, IFRS framework for the preparation and presentation of financial statements, overview of financial statement analysis, basis and techniques of analysis: cross sectional and time series analysis. users and sources of financial information.

UNIT- II

Analysis of financing activities, analysis of investing activities: accounting for long term, short term and intangible assets. analysis of operating activities, analysis of cash flow statement. (relation between cash flow from operating, investing and financing activities), cash forecasting (short term and long term).

UNIT- III

Short term liquidity analysis: working capital analysis, operating activity analysis, Solvency analysis: capital structure measures for solvency analysis, asset based measures of solvency analysis, asset-based measures of solvency, earnings coverage. Analysis of profitability, analysis of growth (changes in profitability) as well as sustainable earnings.

UNIT- IV

MBA 7122: FINANCIAL ENGINEERING

Objective: This course aims at enabling the students to understand & analyze investment problems and developing their skills for the solution of these problems with the help of innovative financial processes, instruments & strategies.

UNIT I

Understanding meaning and need of financial engineering: Financial engineering vis a vis financial

MBA 7123: MANAGEMENT OF FINANCIAL SERVICES

Objective: The course aims at acquainting the students with the developments in the areas of financial services and developing their skills to manage financial services.

UNIT-I

Evaluation and role of financial services companies in India, evolution of NBFC's services

UNIT-IV

Factoring: Concept forms, functions of 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.

References :

1. Bansal, L.K., *Principles of Business Finance*, Tata McGraw Hill.
2. Khan, M.Y., *Principles of Business Finance*, Tata McGraw-Hill.
3. Padmalatha, S., *Principles of Business Finance*, Sultan Chand and Sons.
4. Rose, P. S. and Hudgins, S. C., *Business Finance*, Tata McGraw Hill.

MBA 7124: INVESTMENT MANAGEMENT

Objective: The purpose of this course is to acquaint students with the theoretical and practical aspects of investment analysis, for security selection and portfolio management purposes.

UNIT-I

Investment Background: Meaning and avenues of investment, global investment choices, measures of risk and return, determinants of required rates of return, relationship between risk and return. Asset allocation decision - individual investor life cycle, the portfolio management process, the importance of asset allocation. Organisation and Functioning of Financial Markets in India: Primary capital markets,

UNIT- II

Structure of management control: Need for delegation, types of responsibility centers, organizational structure of responsibility centers, revenue and expense centers, profit 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

UNIT- I

Planning and analysis overview: Phases of capital budgeting, levels of decision making, resource allocation framework, key criteria for allocation of resource, elementary investment strategies, portfolio planning tools, strategic position and action evaluation, aspects relating to conglomerate diversification, interface between strategic planning and capital budgeting, generation and screening of project ideas: generation of ideas, monitoring the environment, regulatory framework for projects, corporate appraisal, preliminary screening, project rating index, sources of positive NPV, qualities of a successful entrepreneur, Porter model for estimation of profit potential of industries.

UNIT- II

Market and demand analysis: Situational analysis and specification of

UNIT IV

Project financing in India: Means of finance, norms and policies of financial institutions, SEBI guidelines, sample financing plans, structure of financial institutions in

UNIT- II

Mobile communications: Historical pers-2.30341(T815(c)-1.65326(a)9.21)10.869678(c)9.20948(l)-4.60948(ons)

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* 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., *Business Reengineering* Tata McGraw Hill Publishing Company Limited.
4. Kerin, F.C., Father, J.J. and Lynch, R.L., *Corporation Success*.
5. Lowenthal, J.N., *Business Reengineering* McGraw-Hill Higher Education.

MBA 7134: 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

MBA 7135: ENTERPRISE RESOURCE PLANNING

Objective: The objective of this course is to acquaint the students with the knowledge of computerized production, 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).

UNIT- I

Introduction: Why information system, Perspectives and contemporary approach to information system,

3. Goyal D. P., *Management in Advertising*, Macmillan India Limited, New Delhi.
4. Kanter, J., *Management in Advertising*, Prentice Hall of India.
5. Laudon K. C. and Laudon J. P., *Management in Advertising and Consumer Behaviour*, Prentice Hall.
6. Murdic, R.G., and Claggett, J.E., *Advertising and Consumer Behaviour* Prentice-Hall.

MBA 7141: ADVERTISING AND CONSUMER BEHAVIOUR

Objective: Purpose of the paper is to acquaint the participants with concepts, techniques and applications for developing an effective advertising programme. Facilitate an understanding about the consumer decision making process and its applications in marketing function of organizations.

UNIT- I

Advertising: Concepts, types, forms, importance and role of advertising in the marketing process, legal, ethical and social aspects of advertising, the advertising plan and setting of objectives, DAGMAR approach, determination of target audience.

UNIT- II

Developing advertising programmes - Message, headlines, copy, logo, illustration, appeal, layout, campaign planning; media planning, budgeting; evaluation - opinion and attitude tests, measurement of advertising effectiveness, advertising organisation – selection, compensation and appraisal of an agency,

2. Batra, R., Myers, J. G. and Aaker D. A., *Advertising Management* Prentice Hall of India, New Delhi.
3. Belch, G.E. and Belch, M. A., *Introduction to Advertising Management* Irwin Publishers, Chicago (USA).
4. Laudon, D.L. & Bitta, A. J. D., *Consumer Behaviour* Tata McGraw Hill, New Delhi.
5. Sandage, C.H., Fryberger, V. and Rotzoll K., *Advertising*, AITBS, Delhi.
6. Schiffman, L. G. and Kanuk, L. L., *Consumer Behaviour*, Prentice Hall of India, New Delhi.

MBA 7142: GLOBAL MARKETING MANAGEMENT

Objective: The objective of this course is to develop a conceptual framework of international marketing management. This paper develops further the knowledge already gained in marketing.

UNIT- I

Introduction to global marketing, the process of international marketing and transition from domestic to transnational marketing, benefits of international trade, international marketing entry strategies; segmentation, selection of foreign markets and positioning strategies.

UNIT- II

Product planning for global markets, standardization vs. product adoption, new product development and management of international brands, packing and labelling.

UNIT- III

Global pricing strategies, environmental influences on pricing decisions, channel structure, channel strategies for foreign market entry, social and cultural environment and its influence on international marketing.

UNIT- IV

Promotional strategies in international marketing, international marketing organization and control, emerging issues in global marketing, integrated approach to international marketing.

References :

1. Catcora, Philip, R. and John, L. Graham, *International Marketing* McGraw Hill.
2. Douglas, Susan, P. and Craig, C.S., *Global Marketing Strategies* McGraw-Hill.

References :

1. Churchill, Gillert, Iacobucci, Dawn, *Marketing Strategy* Thomson.
2. Elliott, R. and Percy, L., *Strategic Brand Management* Oxford University Press.
3. Kinnear, T.C. and Taylor, J. R., *Marketing Strategy: An Applied Approach* Mc Graw Hill Inc.
4. Malhotra, N. K., *Marketing Strategy: An Applied Approach* Pearson Prentice Hall, New Jersey.
5. Trott, Paul, *Innovation Management: The New Product Development Process* Prentice Hall.
6. Ulrich, K.T. and Eppinger, S.D. *Product Design and Development* McGraw Hill.

MBA 7144: INTERNET MARKETING AND RETAIL MANAGEMENT

Objective: This course aims to impart knowledge about the strategies and marketing mix associated with internet marketing and retail management. The course take a

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 &

UNIT- II

context, sectoral context and organizational context in HR strategy and practices, external and internal analysis for strategic HR management, HR challenges.

UNIT- II

Strategic role of HR systems - Strategic staffing, strategic appraisal, strategic executive appraisal, strategic design of reward system, performance management strategies, integrating HR strategy and business strategy, HR strategies and practices in Indian industries and service sector, HR as distinctive competitive advantage, reward and compensation strategies, retrenchment strategies, downsizing strategies.

UNIT- III

Human aspects of strategy implementation, behavioural issues in strategic implementation-matching culture with strategy, leadership factor in strategy and implementing strategic change, HR strategy evaluation and control, IT and future directions in HR strategy, HR strategy in workforce diversity, employee engagement strategies, talent management and retention strategies.

UNIT- IV

Global HRM, role of global HRM in successful MNC strategy, HR planning for global demand and diversity at workplace, global staffing approaches - polycentric, ethnocentric, geocentric and region centric, recruitment and selection of human resources for global assignments, training and development imperatives for global workforce, expatriate problems and culture shock, repatriation issues, performance and compensation management for global workforce, global employee relations.

References :

1. Armstrong, M. & Baron, A., *Human Resource Management: An International Text*, Jaico Publishing House.
2. Becjer, B.E., *Human Resource Management*, HBS Press.
3. Dreher, Dougherty, G.F. & Thomas, W.,

4. Kandula, S.R., *International Interventions Drivers*, PHI.
5. Marshall, D.R., *Successful Organizational Development*, John Wiley & Sons.
6. Patten, T. H., *Organizational Interventions*, McGraw-Hill.
7. Rock, M. L. and Berger, L.A., *Organizational Human Resource Development*, McGraw-Hill.

MBA 7154: 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., *Organizational Development*, Addison-Wesley.
2. Brown, D.R and Harvey, D.,

5. French, W., Bell, C. and Zawacki, *Human Resource Development in Organizations*, 4th Edition, Tata Mcgraw-Hill.

MBA 7155: WORKSHOP ON TRAINING AND DEVELOPMENT

Objective: This course helps in understanding importance of human resource development in the organizations. Preparation of HRD plans as well as techniques and

MBA 7156: 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 Unionism* Holt and Company, New York.
3. Johanes, *International Development - Our Responsibilities* As the International Labour Office, Geneva.
4. Niland, J. R., *Future of Industrial Relations* George Allen and Unwin, London.
5. Richardson, J.H., *An Introduction to the Study of Industrial Relations* Routledge, London.

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MBA 7202: RESEARCH PROJECT ***

MBA 7203: COMPREHENSIVE VIVA-VOCE****

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MBA 7221: STRATEGIC COST MANAGEMENT

Objective: To understand how to use different techniques of cost management with a strategic perspective.

UNIT- I

Strategy and cost management, moving from traditional to modern manufacturing environments, contemporary cost management techniques, nature of cost - traditional and contemporary cost classification, cost measurement systems - traditional and contemporary approaches, manufacturing overhead allocation - traditional and activity-based.

UNIT- II

Implementing strategy - strategic positioning, value chain, balanced scorecard and strategy map. Customer Profitability Analysis. Profit variance analysis.

UNIT- III

Activity-Based Costing: steps in designing an Activity-Based Costing (ABC) system, benefits and comparison of volume-based and ABC, Time-Driven Activity-Based Costing (TDABC) Activity-Based Management (ABM), Multistage Activity-Based Costing, Resource Consumption Accounting (RCA)

UNIT- IV

Strategic role of non-financial performance indicators, management and control of quality - framework, financial measures, non-financial indicators; lean accounting, cost management through life cycle analysis and target costing.

References :

1. Blocher et. al., *Cost Management: A Strategic Approach*, McGraw-Hill/Irwin.
2. Shank/Govindarajan, *Cost Management* Free Press.

MBA 7222: INTERNATIONAL FINANCIAL MANAGEMENT

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

MBA 7223: 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 e and

9. Shiller, R. J.,

3. Lipman, F.D. and Lipman, L.K., *Corporate Governance: Best Practices and Pitfalls for U.S. Firms*, Wiley & Sons.
4. Mathur, U.C., *Corporate Governance in Business Ethics*, Wiley & Sons.

analysis of quality costs, benefits of costs of quality control, supporting technologies: overview of supplier quality assurance system, TQM implementations & barriers to implementation, ISO 9000 series of standards: concept, relevance, benefits, elements of ISO 9001: 2000, six sigma: history, structure, application, keys to success and failure.

References :

1. Arora, K.C., *Quality Management*, S.K. Kataria & Sons, New Delhi.
2. Hurbert K. Rampersad, *Quality Management*, Tata McGraw Hill Publishing Company Ltd., New Delhi.
3. Juran, J.M. & Gryna, Frank M., *Quality Management in Analysis*, Tata McGraw Hill, New Delhi.
4. Neil Huxtable, *Business Statistics*, Chapman & Hall.

MBA 7241: MARKETING OF SERVICES

Objective: To provide complete exposure to all aspects of service design, standards, delivering and performing service.

UNIT- I

Introduction to services: Concepts of services marketing triangle, service marketing mix, GAP models of

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 s

CRM measurement, e-CRM: Basic concepts, importance, benefits, steps and success factors in e-CRM, merging CRM and the internet, and barriers to internet adoption.

UNIT- II

Developing and deploying CRM strategy: CRM program life-cycle, building blocks of CRM, components of CRM infrastructure: information, process, technology and people and their integration, technology for customer relationship, de.174(a)-1.65193(nd)-4174(r)6.9129(e)-1.650o-4.60815(o)10.

MBA 7251: 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.

4.

References :

1. Balasubramanian, S., *Art o Bus n ss u rs p In un E p r n s*, Sage Publications.
2. Bass, B.M., *u rs p s o o un r un u on u B w our*, Greenwood Pub. Group.
3. Browne, C.G. & Cohn, T.S., *tu o u rs p*, Interstate Printers and Publishers.
4. Northouse, P.G., *u rs p or un r ut s*, Sage Publications.
5. Purohit, S. & Nayak, S., *En un n rson u E st v n ss r un n Instru nts or tu nts u rs un w nts*, Tata McGraw-Hill.
6. Tannenbaum, R., Weschler, I.R. and Hansen, J., *u rs p un r un u on A B w or u s n s Appro u*

References :

1. Chakravarti, K.P., *Our Constitution in India* Eastern Laws House, Calcutta.
2. Kothari, G.M., *Our Democracy in India* MM-Tripathi Pvt. Ltd., Bombay–
3. Malhotra, O.P., *Our Constitution* Saujanya Books.
4. Malik, P.L., *Our Constitution*, Eastern Book Company, Lucknow.
5. Misra, S.N., *Our Constitution* Central Law Publications, Allahabad.
6. Saharay, H.K., *Our Constitution in India* Prentice-Hall of India.
7. Srivastva, S.C., *Our Constitution in India*, Vikas Publishing House.

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