

**DEPARTMENT OF COMMERCE AND MANAGEMENT STUDIES
UNIVERSITY SCHOOL OF OPEN LEARNING
PANJAB UNIVERSITY, CHANDIGARH**

INTRODUCTORY INFORMATION

MBA (Executive) 2021-22



**Chairperson
Professor Madhurima Verma**

**Coordinator
Professor Geeta Bansal, Ph.D., MBA (HR), M.Com (Gold Medalist)
Assistant Prof. Ms. Rajni Chauhan, M.Com, CFA**

	Contents
1.	Introduction by the coordinator , DCMS Academic schedule : PCP dates
2.	About MBA (Executive)
3.	Scheme for MBA (Executive) Examination Syllabus for MBA (Executive)
4.	Rules and Regulations
5.	Glimpses from various Activities : Academia industry interface :Employ-ability enhancement workshops Industrial visits Special lectures and interactive sessions by eminent persons Alumni Meet

INTRODUCTION TO THE COURSE BY THE COORDINATOR, DCMS



Prof. Geeta Bansal

Dear Learners,

A very warm Welcome to the M.B.A. (Executive) Programme 2021-22 at USOL, Panjab University, Chandigarh. You are indeed lucky to be a part of this prestigious Institute.

Hope you are all doing great and ready for the New Normal Academic Session which is primarily going to be online.

Some of you must be aware of Distance Learning Programmes but for some of you it may be an altogether new experience. We assure you that this is going to be a very enriching journey for you, not only on the personnel front but will help you tremendously on professional front as well.

All the relevant information pertaining to M.B.A. I,II,III and IV Semesters is incorporated in this introductory booklet, including your detailed Syllabi and the Rules and Regulations which are very important. You must always keep the introductory booklet handy at your desk / desktop for easy reference.

It is pertinent to inform you that there are four important aspects of this programme which encompasses the following:

- 1. You will be provided study /Learning material for each subject in every semester, which will be dispatched at your given address. The soft copy of the material will also be uploaded on the USOL website.**
- 2. You will have to submit online assignments (which will be in MCQ Format of 20 marks) for each subject in every semester which will be marked towards your internal assessment.**
- 3. You will be given an opportunity to interact with your faculty during Online Contact Program (OCP) of 6 days in each semester for all subjects.**

4. You are advised to attend online classes for your own benefit , and to enrich your knowledge base . From the current academic session 75 % Attendance(online only) is compulsory as per guidelines from DEB (Distance education Board).
5. There will be term-end examination for each semester .
6. The exams will be held online / offline as per UGC guidelines and notification.

IMPORTANT NOTE

1. All the students of MBA (Executive) should exercise utmost caution while submitting their semester wise assignments online.
2. Read the Instructions carefully before submitting the assignments.
3. In case the students fail to submit the assignments by due date, they will not be allowed to sit in the semester-end examination. This point may be treated as most important.
4. The students should also keep a record of their online submission of the assignments.

ABOUT MBA (Executive)

PROGRAMME MISSION & OBJECTIVES

The Mission of the MBA (Executive) – Programme is to contribute towards the dissemination of knowledge in the field of Management to the students who are aspiring to become managers.

The Objective of the program is to enhance the academic credentials of the learners. MBA is one of the most sought after degrees in today's corporate world which gives you an edge and improves your employment prospects apart from widening your knowledge base.

RELEVANCE OF THE PROGRAM WITH HEI'S MISSION AND GOALS

The relevance of the programme lies in its contribution to the larger goals of HEI which aims at providing education to all, especially the working students through distance mode.

Nature of Prospective target group of learners:

The target group of learners is the budding managers in the business world who are aspiring to take up higher responsibilities and positions in their organization. It would nevertheless fulfill the self aspiration needs of the individuals who are looking for upgrading their professional qualifications in line with the market needs. The course is also useful to the students who are pursuing CA/CS or wants to take up any kind of competitive examination (Civil Services, SSC, UGC etc.). The programme would also make the students eligible for enrolling in M.Phil. and Ph.D. programme

Appropriateness of programme to be conducted in Open and Distance Learning mode to acquire specific skills and competence:

The appropriateness of MBA programme through distance learning lies in the fact that most of the Universities running MBA have limited seats which hampers the aspirations of lakh of students wanting to earn a professional degree in business administration, where distance mode proves to a boon for them.

There is a huge demand for Master's degree in Business Administration from the learners who do not have a professional management degree in hand. This program aims at providing an opportunity to such learners who are working and do not have time to attend regular classes along with their working schedule, but are keen on improving their educational qualification for professional growth. This degree never the less helps in boosting their level of confidence apart from equipping them with the requisite managerial skills and helps them in developing a mindset of a global manager.

In addition, the department collaborates with the Central Placement Cell (CPC) of Panjab University for enabling them to improve their placements prospects after obtaining MBA degree.

The Department also organizes Academia Industry Interface programmes and Industrial visits from time to time.

INSTRUCTIONAL DESIGN

The instructional design followed by the course is in line with the guidelines and instructions given by distance education council from time to time.

The teaching learning process encompasses three components where by the students are provided ample support from the department in terms of guidance and counseling by the faculty.

The first component of the programme is the Study Material in each subject prepared by the expert faculty in Self Learning Mode (SLM).

The second component is the online/Personal Contact Programme (PCP) of six days duration for the students where by lectures in all the subjects are deliberated by the expert faculty.

The third component is the online assignments for 20 marks in each subject in each semester(in MCQ Format based on the study material provided by the department.

CURRICULUM TRANSACTION

The duration of the course leading to the degree of Master in Business Administration (MBA-Ex) shall be two academic years. Each year shall be divided into two semesters. The curriculum of MBA (Executive) through distance mode is relevant to the changing business scenario and caters to the needs of all the aspiring learners especially the working executives. The Course is divided into four semesters comprising of 20 theory papers examination with the total of 2000 marks.

Link for the syllabus:<https://puchd.ac.in/includes/syllabus/2020/20200826213622>

The students are given the choice of opting any one group with Specialization in the third and fourth semesters which are:

GROUP A: Marketing & International Business

GROUP B: Finance

GROUP C: Human Resource Management

EVALUATION

Every candidate shall be examined in the subjects as laid down in the syllabus prescribed from time to time where 80 % marks will be based on theory papers and 20% marks will be based on online assignments to be submitted by the students.

The infrastructure related to the library resources is available in the present set-up of the department whereby, we have a well stacked library with latest books, journals, magazines and newspapers. Postal facility for providing books to the students residing at distant areas is also available. The library has a capacity of seating 70-80 students.

QUALITY ASSURANCE MECHANISM AND EXPECTED PROGRAMME OUTCOMES

The department has an Internal Quality Assurance Cell (IQAC) which ensures the internal quality of the working of the department which ensures quality of the study material, O/PCPs and internal functioning. The department also has a grievance handling cell which takes care of the suggestions and complaints given by the students.

In order to maintain the quality of the program, the services of the expert guest faculty in the subject is taken for content development in SLM, for taking classes during the Online/personal contact programs with the help of latest audio video teaching aids and guiding and counseling the students on a regular basis.

Apart from this, high care is taken in getting the lessons printed by professionals and utmost care is taken to ensure the timely delivery of lessons to the students at the time of admission.

MBA (EXECUTIVE)
SCHEME OF EXAMINATION

- Note:**
- 1. Examination in each subject will be of 3 hours duration.**
 - 2. Maximum Marks for external/written examination is 80 Marks and internal assessment is 20Marks.**

There will be Four Units in each subject. There will be 10 questions in all, at least two/three questions from each unit. The students are required to attempt five questions in all selecting one question from each unit.

FIRST SEMESTER

CODE	TITLE	MARKS 500
MBAEX6101	Managerial Economics	100
MBAEX6102	Quantitative Techniques For Managerial Applications	100
MBAEX6103	Organization Behaviour	100
MBAEX6104	Accounting For Managers	100
MBAEX6105	Management For Organizations	100

SECOND SEMESTER

CODE	TITLE	MARKS 500
MBAEX6201	Business Environment	100
MBAEX6202	Human Resource Management And Industrial Relations	100
MBAEX6203	Financial Management	100
MBAEX6204	Marketing Management	100
MBAEX6205	Information Technology For Managers	100

Note: The students are advised to exercise the option of the specialization to be taken in 3rd & 4th semester by the end of 2nd semester on coordcomm@pu.ac.in. as and when called for through google form .

THIRD SEMESTER

		Marks
MBAEX7101	Strategic Management	100
MBAEX7102	Managing Across Cultures	100
	(These two papers are compulsory)	

Select any One Group / Specialization

(On the basis of your area of interest ,current or future job requirements and opportunities)

GROUP A : MARKETING & INTERNATIONALBUSINESS

MBAEX7103	Services Marketing	100
MBAEX7104	Global Marketing	100
MBAEX7105	Advertising and Consumer Behavior	100

GROUP B: FINANCE

MBAEX7106	Management Control System	100
MBAEX7107	Security Analysis and Portfolio Management	100
MBAEX7108	Strategic Cost Management	100

GROUPC: HUMAN RESOURCE MANAGEMENT

MBAEX7109	Organizational Development	100
MBAEX7110	Executive Compensation	100
MBAEX7111	Managerial Effectiveness	100

FOURTH SEMESTER

		Marks
MBAEX7201	Corporate Governance	100
MBAEX7202	Business and Marketing Research	100
	(These two papers are compulsory)	

Select the group already opted in 3rd Semester

GROUP A: MARKETING & INTERNATIONAL BUSINESS

MBAEX7203	International Business Economics	100
MBAEX7204	Strategic Brand Management	100
MBAEX7205*	International Financial Management	100

GROUP B: FINANCE

MBAEX7206	Financial Markets and Services	100
MBAEX7207	Financial Statement Analysis	100
MBAEX7208*	International Financial Management	100

GROUP C: HUMAN RESOURCE MANAGEMENT

MBAEX7209	Human Resource Development	100
MBAEX7210	Industrial Psychology	100
MBAEX7211	International Human Resource Management	100

(MBA EX 7205 & MBA EX 7208 : International Financial Management

***Common subject for both Group A (Marketing and International Business) and Group B (Finance).**

SYLLABUS OF MBA(EXECUTIVE)

FIRST SEMESTER

MBA EX 6101: MANAGERIAL ECONOMICS

Objective: To study the basic concepts and tools of economic analysis as relevant for business decision making.

UNIT-I

Nature and scope of Managerial Economics, Role and responsibilities of Managerial Economists, Importance of Managerial Economics. Opportunity Cost Principle, Marginal/Incremental Principle, Discounting Principle and Equi-Marginal Principle.

Individual Demand, Market Demand, Kinds of Demand, Determinants of Demand, Demand Functions, Demand Schedule and Law of Demand, demand forecasting.

UNIT-II

Theory of production- Production function for a single product, technological progress and the production function, production function of a multi product firm. Cost Theory traditional, modern and engineering, empirical evidence on the shape of cost; the relevance of cost theories in business decision making; business cost and incremental costs.

UNIT-III

Market structure and degree of competition. Profit maximizing price and output in the short run and the long run in perfect competition, monopoly, monopolistic and oligopoly. Price Policy; Pricing under multiple products, discriminatory pricing, oligopolistic pricing, oligopolistic inter dependence.

UNIT-IV

Consumption function, multiplier factors affecting the level of aggregate consumption. Role of investment, Investment Demand Schedule, Keynesian and Classical theory of income employment and output. Wages and employment, evaluation of Keynesian theory of employment, Keynesian theory and underdeveloped countries.

Reference books:

Mark Hireshey, Managerial Economics, 10th edition, Thomson

Craig Peterson and Lewis and Jain Managerial Economics, Pearson Education Dr. V Panduranga Rao, Micro Economics-IBS Publication

Paul A Samuel son & William D Nordhaus Economics, 17th edition-McGraw Hill, 2001 Keat, Managerial Economics: Pearson Education.

William F. Samuelson, Stephen G. Mark, 5th edition, John Wiley & Son, Economics Tolls for Todays
 Decision Makers, 4th edition, Managerial Economics
 Truett+Trueet, Managerial Economics, 8th edition, Wiley Analysis, Problems, Cases Raj
 Kumar/Kuldip Gupta, Managerial Economics, UDH Publishers, 3rd edition.

MBA EX 6102: QUANTITATIVE TECHNIQUES FOR MANAGERIAL APPLICATIONS

Objective: This course aims at appraising the students of various quantitative techniques which can facilitate business decision making. This course is to acquaint the applications of operations research to business decision making.

UNIT-I

Introduction to Statistics, Frequency distribution, Measures of Central Tendency, Measures of Dispersion and Skewness, Index Number, Time series analysis.

UNIT-II

Simple correlation and Regression (including Multiple regression) Probability: Fundamental concepts- random experiment, Event, Mutually exclusive events, Exhaustive events. Definition of probability classical and statistical. Concepts of addition law, multiplication law, conditional probability and Bayes Theorem.

UNIT-III

Theoretical Distribution- Binomial Poisson and Normal characteristics and applications. Tests of Significance: Tests of Hypothesis, Type-I and Type - II errors, null hypothesis and significance tests, Tests concerning mean difference between mean (large and small samples). Concepts and applications of Chi- square, Students and Fisher's F-Test.

UNIT-IV

Introduction to operation research an overview. Linear programming, (Graphical Method) Linear programming, (Simple Method) Transportation Problem, Assignment Problems. Inventory and Waiting Line Models, Inventory Control - Deterministic Models and Probability Models.

References:

1. S. P. Gupta Statistical Method
2. M. P. Gupta & K. Sharma Operations Research
3. Richard I. Levin, David S. Rubin, Statistics for Management
4. U. K. Srivastava, G V Shenoy and S C Sharma Quantitative Techniques of Management Decision.
5. Barry Render and Ralph M Stair, Quantitative Analysis for Management.

6. J. K. Sharma, Business Statistics.
7. N. D. Vohra, Quantitative Techniques for Management.

MBAEX 6103: ORGANIZATION BEHAVIOUR

Objective: To provide a strong conceptual frame work for the study, understanding, and application of organization behaviour and to apply behavioral techniques to manage human resources in a better manner.

UNIT-I

OB: Fields contributing to OB, Managers' roles and functions, OB in the context of globalization, workforce diversity- challenges and opportunities for O.B.

The Individual: Foundations of Individual Behaviour:- Biographical characteristics, ability- Job fit, application of the learning theories behaviour modification.

Attitudes, Values and Job Satisfaction : The Nature and Dimensions of Attitudes: Components of Attitude- Sources and Types - Cognitive dissonance theory-Value-Measuring, Job satisfaction-The effect of job satisfaction on employee performance, theories of Job, Satisfaction.

UNIT-II

Perception: Factors Influencing Perception-Perceptual Selectivity-rational decision making model, bounded rationality, Linkage Between Perception and Individual Decision Making- ethics in decision making.

Personality and Emotional Quotient (EQ): The Meaning of Personality, Personality Determinants- Personality Traits The big five model, emotional quotient.

Motivation: From concepts to Applications.

UNIT-III

The Group: Foundations of Group Behaviour: Stages of Group Development: The Five-Stage Model, Dynamics of Informal Groups: Norms and Roles in Informal Groups-Nature, Significance and management of Informal Organization-Dynamics of Formal Work Group- Teams in the Modern Workplace-Teams Vs Groups-Types of Teams-Quality Circles, Group decision-making Communication and group decisionmaking.

Leadership : Understanding Leadership-Leadership Theories-Trait Theories-Behavioral Theories-Contingency, Theories-Leadership Styles-Leadership Skills-Determinants of Leadership-Challenges to leaderships in virtualteams.

UNIT-IV

Foundation of Organization Structure: Understanding Organizational Structure- Centralization, Decentralization, Flat and Tall Structures, Departmentalization, Organization Designs: Project Design-matrix Design-Network Design- The Virtual Organizations-Horizontal Organizations, HR Policies and practices.

Power & Politics: Definitions of Power-Distinction Between Power and Authority-Bases of Power-Power Structure and Block-impression management-political behaviour in organizations.

Conflict & Inter Group ehaviour & Collaboration: Sources of Conflict, Intra-individual Conflict, Interpersonal Conflict, Inter-group Behaviour and Conflict, Organizational Conflict. Negotiations-Approaches to Conflict Management-Collaboration.

Work Stress: Causes of Stress-Organizational and Extra Organizational Stressors-Group Stressors-Individual Stressors Stress coping Strategies.

References:

1. Stephen P. Robbins, Organizational Behaviour, Concepts, Controversies & Applications.
2. Keith Davis, Human Behaviour at Works.
3. Hersey Blanchard, Management of Organizational Behaviour
4. Uma Sekhran, Organizational Behaviour
5. Gary Desslar, Organization Theories
6. Edgar S. Sehein, Organization Psychology.
7. L. M. Prasad, Management Process and Organizational Behaviour.
8. K. Ashwathappa., Organization Behaviour.

MBA EX 6104: ACCOUNTING FOR MANAGERS

Objective: To develop understanding of accounting tools and information.

UNIT-I

Accounting and its functions, Accounting Concepts, Accounting Conventions and Accounting Equation. Accounting Process and Generally Accepted Accounting Policies (GMP). Introduction to Indian Accounting Standards. IFRS and it's convergence. Understanding Financial statements, Balance Sheet, Profit & Loss Accounts. Exposure to provisions of Schedule VI of the Companies Act 2013. Introduction. to Audit & itstypes.

UNIT-II

Analyzing Financial Statements: Ratio Analysis, Fund Flow Analysis, Cash Flow Analysis. Financial reporting practices in India.

UNIT-III

Cost Concepts, Types of Cost, Cost drivers, Cost determination, Absorption and Marginal Costing, Cost-Volume-Profit Analysis:

Budgeting and Budgetary Control, Budget preparation, Standard Costing.

UNIT-IV

Contemporary Issues in Accounting, Inflation Accounting. Social and Environmental Accounting. Introduction to Human Resource Accounting and Activity based Costing.

References:

1. J. Madegowda: Accounting for Managers; Himalaya PublishingHouse.
2. Sakshi Vasudev: Accounting for Managers; Himalaya PublishingHouse.
3. Hilton, Managerial Accounting; McGraw Hill.
4. Horngren, Sunden and o stratton , Introduction to Management Accounting; Prentice Hall of India.
5. Bhattacharyya, Dearden, Accounting for Management Text & Cases; Vikas PublishingHouse.

MBA EX 6105 : MANAGEMENT FOR ORGANIZATIONS

Objective: To understand the basics of management process and concepts in today's organization.

UNIT-I

Conceptual Framework of Management-Management defined, components, features, Functions, Nature, Levels of Management. Administration & Management, Management as a Profession, Significance of Management in today dynamic environment. Evolution & Foundation of Management Theories, Schools of Management Thought, Scientific Mgt (Taylor) Bureaucratic Model (Weber) Human Behaviour School (Fayol). Hawthorne Experiments. The social system school, decision theory school, mathematical and quantitative School, contingency theory. Contemporary Management thinkers (Classical, Neo-classical & Modern Theories).

UNIT-II

Organizations and the Need for Management. Efficiency and Effectiveness of Management Process, Organization Environment, Social Responsibility and Ethics. Management Planning Process- Nature, Importance, Types of Plans, Strategy, Policies, Objectives, Planning Premises, Principles of Planning

Decision Making. Organizing: Process, design, structure, types of authority, delegation, decentralization and centralization.

UNIT-III

Communication: Process, objectives, Barriers and break downs in communications. Cross cultural communication. **Staffing-** defined job analysis, MPP, Recruitment, Selection, Training, Job Rotation, Rewards and recognition. **Directing-** Defined elements, importance, nature of direction, principles, types and techniques of Direction.

UNIT-IV

Co-coordinating- defined characteristics, Types, Need, Objectives & Principles and Techniques. Difference between co-ordination and co-operation. **Controlling-**Defined Nature, Scope, Process of Elements, Steps in Control, Types of Control. Requirement of an Effective Control System Principles, Control Techniques. **Management by Objectives (MBO):** Defined Characteristics, Actions to be taken at the Organizational level and individual level, Reviewing Performance. Benefits of MBO. Pros and Cons of MBO.

References:

1. C. Herbert G. Hicks C. Ray Gullet, Organization Theory and Behaviour
2. Claud S. George, The History of Management Thought.
3. R. N. Singh, Management Thoughts and Thinkers.
4. Rue and Byors, Management Theory and Application.
5. B. S. Pugh (edt.) , Organization Theory: Selected readings.
6. David Silvennan, The Theory of Organization.
7. Richard H. Hall, Organizations, Structure, Process and Outcomes.
8. David Clutterback and Stuart Crainer, Makers of Management.
9. Charles handy, Understanding Organizations.
10. Huezysk Andrez, Management Gurus.
11. Koonlz O' Dannel, Essentials of Management.
12. Peter Drucker, Managing in a time of great change.

SECOND SEMESTER

MBA EX 6201 : BUSINESS ENVIRONMENT

Objective: To make the students conversant with the external business environmental factors that impact the business decision making.

Unit-I

The concept of business environment. The Socio cultural environment. Significance Nature & Interaction Matrix of different environmental factors. The process of environmental Scanning. Features of Indian SocioCultural environment and its implication on industrialization & growth. Emergence of new demand for consumer goods and consumerism as an emerging force. Social responsibility of business.

Unit-II

The Political Environment

The constitutional provisions affecting business in India, The preamble, Directive Principles of State Policy & Fundamental Rights. The political dimensions of doing business in India. The relationships-between government & Business.

Unit-III

The Economic Environment

The philosophy, strategy & planning in India. The monetary and fiscal policies and the union budget as an instrument of economic growth. The foreign trade policy of India. The Industrial policy and the Economic reforms and its impact on Indian Business? Globalization & Liberalization : Threats & opportunities for Indian Business.

Unit- IV

The Technological & The International Environment

The problem of sophisticated technology in a labour surplus economy, India's policy for R&D. WTO and its impact on Indian Business. Role of MNC'S, FII'S, NRI, IMF and World Bank in giving impetus to Indian Business. Trade Barriers: Trips & Trims etc and its implication for Indian Business.

References:

1. K. Aswathappa - Legal Environment of Business.
2. Dr. S. Chakravarty, Development Planning.
3. N. K. Sengupta, Government and Business in India.
4. M. Adhikary, Economic Environment of Business.
5. I. J. Ahluwalia, Industrial Growth in India.

6. V. S. Ramaswamy and Name Kr. Strategic Planning for corporatesuccess.
7. Govt. of India, Economic Survey Variousissues.
8. Joh. Marthiunon, Transactional Corporations in a developingcountry.
9. V. K. Puri & Mishra, Indian Economy Ch. 3, 4, 5,8.

MBA EX 6202: HUMAN RESOURCE MANAGEMENT AND INDUSTRIAL RELATIONS

Objective: To help students understand, appreciate and analyze work force at the managerial and non-managerial levels. The course also facilitates learning of various concepts, new trends and skills required for Planning, managing and development of human resources for organizational effectiveness.

UNIT-I

Introduction of HRM: Definition-Concepts-History of HRM-Importance of HRM-Role of HR Executives- HRM Functions-Challenges of Human Resource Management-New Challenges of HR Executives- Structure and Organizational Chart of HR Department.

Human Resource Management at work: Line Vs Staff Authority-Globalization and its impacton HR-IT Systems and HR.

Job Analysis and Design: Concept of Job Analysis and Design-Methods of Job Analysis-Job Description-Job Specification-Modern. Management Techniques: Job rotation-job enlargement-Job enrichment. Managing the De-jobbed world, Competency mapping.

UNIT-II

Human Resource Planning (HRP): Definition-Need and Importance of HRP Process of HRPLevels and Types of HRPForecasting Demand for employees-Forecasting supply for employees-Balancing supply and demand considerationHRP Model.

Recruitment and Selection Process: Definition and concept of recruitment-Factors Affecting Recruitment-Sources of recruitment-Information technology and HR recruiting on the net-methods and Techniques of recruitment-Recruitment Policies.

Selection Process-Person Job Fit-Person Organization Fit-Elements of Selection Process- Steps in the Selection Procedure-Various types of Test-Selection Interview: Methods, and Process (including reference check and medical examination)-Placement and induction- Competency testing systems.

Quality of Work-Life-Emerging Trends: The concept of Quality of Work Life (QWL)- Strategies for Improving QWL, Family integration Processes, Quality Circles. HR audit Need & Importance.

UNIT-III

Performance and Potential Appraisal: Concept-Objectives of Performance Appraisal-The Appraisal Process-Traditional Methods and Modern Methods of Appraisal (including MBO, 360degree,

Assessment Centre, Balanced Scorecard, etc.)-Appraisers: Manager/Supervisor, Self, Subordinate, Peer, Team and Customer-Pitfalls in Performance Appraisal-Potential appraisal-need importance &

methods.

Employee Training and Management Development: Importance and objectives-Distinction between Training and Development-Types of Training and Development-Training need analysis-Systematic approach to Training and development-Evaluation of Training.

Managing Careers: Concept-Career stages-Career Anchors-Career Development Cycle-Benefits of career planning to individual as well as organization-Internal mobility: promotions, transfers, Separation and Succession planning.

UNIT-IV

Employee Relations and collective Bargaining: Concept and purpose, Industrial relations- State Intervention-Machineries for the Prevention and Settlement of Industrial Disputes in India-Collective Bargaining-Types- Process Pre-requisites-Issues Involved-Worker Participation in Management.

Grievance Handling: Grievance-Causes / Sources of Grievances-Grievance Redressal Machinery-Model Grievance Procedure Legislative Aspects of the Grievance Redressal Procedure in India. Domestic enquiry, Discipline and disciplinary actions-Dismissal and Discharge of an employee-Trade Unions.

TQM and Emerging Trends in Human Resource Management.

References:

1. Gary Dessler, Human ResourceManagement.
2. Machael R. Camell, Nobert F. Elbert& Robert D Hatfield Human ResourceManagement.
3. Micheal Armstrong, Human ResourceManagement
4. K. Aswathappa, Human Resources and personnel Management-Text andCases.
5. Bohlander & Snell, Managing HumanResources
6. Jyothi P. and Venkatesh, D. N. Oxford, Management2006
7. John M Ivancevich, Human Resource Management, 7e
8. Wayne F Cascio, Managing Human Resources, 5e

MBA EX 6203: FINANCIAL MANAGEMENT

Objective: To impart the students a thorough knowledge about the issues involving financing policies and investment decision making in a business.

UNIT - I

Introduction to Financial Management, objectives and functions of financial management. Changing role of financial manager. Sources of funds.

UNIT - II

Cost of Capital, Capital Structure and firm value, Capital Structure Decision. Dividend theories; determinants of dividend policy.

UNIT - III

Working Capital Management- An overview, Components, classification: need and adequacy of working capital, working capital approaches. Estimation of working capital. Management of working capital: Cash and marketable securities management, receivable management, inventory management and accounts payable management.

UNIT - IV

Investment Decision Making: Estimating cash flows, Decision Rules, Project Choice (including under Risk and Uncertainty). Corporate Restructuring: Merger, consolidation, Acquisition, Divestiture, Leveraged buy out and spin off. Business failure and reorganization, shareholder value creation.

References:

1. James, C. Vanhorne : Financial Management and Policy
2. Pandey, I.M.: Financial Management, Vikas Publishing House.
3. Brealey, R.A. and Myers, S.C. Principles of Corporate Finance.
4. Khan & Jain, Financial Management
5. R. M. Srivastava, Financial Management; Himalaya Publishing House.
6. Rajiv Srivastava & Anil Misra, Financial Management; Oxford Publishing.
7. Chandra, Prasanna (2013), Financial Management.

MBA EX 6204: MARKETING MANAGEMENT

Objective: The objective of the course is to familiarize the students with the basic concepts and principles of marketing and to develop their conceptual and analytical skills to be able to manage marketing operations of a business firm.

UNIT-I

Introduction to Marketing Management; Marketing - Meaning and approaches, Role of Marketing in Organizations, 4Ps & beyond, Marketing Challenges, Marketing Process and Marketing Planning, Marketing information system.

UNIT-II

Analyzing Market Opportunities; Analyzing the Marketing Environment- Economic, Demographic, Social, Cultural, Technical, Political & Legal Buying Behaviour- Consumer, Business & Industrial Measuring and Forecasting Market Demand.

UNIT-III

Product management: Product - Meaning and Classifications, New Product Development. Managing Product Life Cycles, Brand Strategies and Management. Managing Service - Idea, Institution, Person, Place and Event.

UNIT-IV

Pricing, Distribution and Promotion Pricing- Influencing factors, Approaches, Strategies and programmes.

Channels of Distribution and Logistics. Promotion Strategies - Advertising, Sales Promotion & Public Relations.

Reference Books:

1. Kotler, Philip: Marketing Management Analysis, Planning Implementation and Control (Prentice Hall of India, N. Delhi, 2005).
2. Kotler, Keller, Koshy & Jha: Marketing Management, Pearson Education, N.Delhi.
3. Stone, Marilyn A. & John, Desmond: Fundamentals of Marketing, Routledge,UK.
4. Kumar and Minakshi, Marketing Management, Vikas Publ. House, New Delhi.
5. Kurtz : Principles of Marketing, Cengage Learning India Pvt. Ltd., NewDelhi.
6. Stern, Luis W. & El-Ansary, Adel I: Marketing Channels, Prentice Hall of India, N.Delhi.
7. Markin, Ram: Marketing Strategy and Management, John Willey & Sons.
8. Kelly, E.J.& Lazer, William: Managerial Marketing - Perspectives, Richard D. Irwin Inc, Illinois.

MBA EX 6205: INFORMATION TECHNOLOGY FOR MANAGERS

Objective: To provide basic concepts of information system and related information technologies like Database and Computer networks. To enable the end user to develop simple information systems using Personal computer and tools.

UNIT-I

Information System (IS) Concepts:

Basic Concepts: Understanding Data and Information, System Concepts, Open System, Closed System, Business as a system, what is information System, Classification of IS in organization, Attributes of Information Quality.

Information System Development:

Concepts: Approaches to IS Development, System Development Life Cycle (SDLC), Prototyping RAD, Phases in SDLC, Requirement Analysis, Design, Implementation and Maintenance, Make or Buy Decision for IS Development.

UNIT-II**Information Technology for IS:**

Database Management: Basic concepts, Data. Models, Advantages of Database Approach, Overview of E-R Modeling, Entity, Attributes, Relationships, Key Concepts, Normalization, Basic Normal Forms, overview of SQL.

Developing Access Database: Defining fields for a table, Choosing required data types, defining fields properties, setting primary key, defining indexes, saving the table, Modifying table structure, Establishing relationship among tables, entering and viewing data from tables, creating queries by example, running a query, Building queries using Expression builder.

Building IS: Basics of MS-Access Forms and Reports, Developing Database Applications and DSS, Excel Data Analysis Tools like Goal seeking, Sensitivity Analysis, Filtering and Solver.

UNIT-III**Information Systems in Business:**

Organizational Systems: Decision making, Types of Decision, Decision-Making Levels, Transaction Processing System (TPS) , Management Information System (MIS) Executive Information System (EIS), Decision Support System (DSS), Expert System (ES), Office Automation System (OAS), Collaboration Technologies.

Information Systems in Functional Areas: HR, Marketing, Finance, Production; sources of competitive advantages, IS for Competitive Advantages.

IS Security: IS security, IS vulnerability and computer crime, protecting information system, Disaster Recovery Planning, Auditing.

UNIT-IV

Computer Communication Networks: Telecommunication and computer networks, Network Types, LAN, WAN, MAN, Communication Media, Communication Hardware, Network Topologies, Internet, Extranet, Intranet, World Wide Web and search engines, E-Commerce.

Web Technologies: Tools and Technologies for making web page operational web servers.

Current Developments: Concepts of Data ware housing, Data Mining, Internet 2, Mobile communication.

Reference Books:

1. Leonard Jessup, Information Systems Today.
2. James A O' Brien, PHI, MIS: Managing Information Technology in the Networked Enterprise.
3. J. A. Brady, EF Mark, Advanced cases MIS.
4. K. C. Laudon, J. P. Laudon, MIS: Managing the Digital Firm.
5. Curtis Frye, Microsoft Access; Plain and Simple.

SYLLABUS OUTLINE OF III & IV SEMESTER OF MBA (EXECUTIVE)

THIRD SEMESTER

		Marks
MBAEX7101	Strategic Management	100
MBAEX7102	Managing Across Cultures	100

Select any one group:

GROUP A: MARKETING & INTERNATIONAL BUSINESS

MBAEX7103	Services Marketing	100
MBAEX7104	Global Marketing	100
MBAEX7105	Advertising and Consumer Behavior	100

GROUP B: FINANCE

MBAEX7106	Management Control System	100
MBAEX7107	Security Analysis and Portfolio Management	100
MBAEX7108	Strategic Cost Management	100

GROUP C: HUMAN RESOURCE MANAGEMENT

MBAEX7109	Organizational Development	100
MBAEX7110	Executive Compensation	100
MBAEX7111	Managerial Effectiveness	100

FOURTH SEMESTER

		Marks
MBAEX7201	Corporate Governance	100
MBAEX7202	Business and Marketing Research	100

Select the group already opted in 3rd semester:

GROUP A:	MARKETING & INTERNATIONAL BUSINESS	Marks
MBAEX7203	International Business Economics	100
MBAEX7204	Strategic Brand Management	100
MBAEX7205	International Financial Management	100
GROUP B:	FINANCE	
MBAEX7206	Financial Markets and Services	100
MBAEX7207	Financial Statement Analysis	100
MBAEX7208	International Financial Management	100
GROUP C:	HUMAN RESOURCE MANAGEMENT	
MBAEX7209	Human Resource Development	100
MBAEX7210	Industrial Psychology	100
MBAEX7211	International Human Resource Management	100

THIRD SEMESTER

MBA EX 7101: STRATEGIC MANAGEMENT

Objective: The main objective of the course is to expose the learners to the strategic issues in decision making.

UNIT- I

Introduction to the Concept of Strategy: Definition, Meaning, Nature scope and Importance of Strategy. Blue Ocean vs. Red Ocean Strategy, The strategic management process and its importance, difference between business policy and strategic management.

Defining strategic intent: Vision, Mission, Goals & Objectives, 7S strategic framework, ethical decision making.

UNIT- II

Environmental Analysis: External environmental analysis, macro and micro environment analysis, PEST, Porters five forces, competitive analysis (resource similarity and market commonality), EFAS, industry life cycle.

Internal environment analysis: Internal environment, tangibles and intangible resources, Evaluating Corporate resources (resource based view and industry based view), strengths, core competencies, frameworks like VRIO, IFAS, value chain analysis.

UNIT- III

Strategy formulation: Types Levels of Strategies, Strategic Analysis and Choice, CSFS, SWOT and TOWS for Strategic Formulation, Porter's Generic Strategies, Miles and Snow's Generic Strategies.

Corporate strategy: Introduction, Definition, Scope, Directional Strategies (Growth, Stability and

Retrenchment Strategies), Portfolio Analysis, Corporate Parenting.

Functional level strategies: Introduction, Definition, Scope, Stuck in the Middle, Strategies to Avoid, Strategic Choice.

UNIT- IV

Strategy implementation: Introduction And Definition, Developing Programs, Budgets and Procedures, Stages of Corporate Development, Organization Structures and Life Cycles, Staffing and Leading.

Strategic Evaluation and Control: Strategic Evaluation Framework, Measuring Performance, Types of Controls, Introduction to Balance Scorecard, Strategic Information Systems.

Role of Leadership, Corporate Culture and Values and Corporate Social Responsibility in Strategic Management.

References for Further Readings:

Srinivasan, R., Strategic Management: The Indian context, Prentice Hall.

Andrews, Kenneth., The Concept of Corporate Strategy, Erwin Homewood.

Certo S.C. & J P Peter., Strategic Management, MC Graw Hill, New York.

Pearce, J. A. & R B Robinson, Strategic Management, McGraw. New York.

Porter M. E., Competitive Strategic, The Free Press.

MBA EX 7102 : MANAGING ACROSS CULTURES

Objective: The objective of this course is to sensitize global managers about the significance of understanding and appreciating cross cultural differences in today's dynamic and competitive business landscape.

UNIT – I

Introduction To Cross Cultural Management: Understanding Culture, Dimensions of Culture, Significance And Impact Of Cross Culture On Organizations.

Role of Culture in Strategic Decision Making: Influence of National Culture on Organizational Culture.

Shift In Culture: Significance Of Shift In Culture, Influence Of Economic Factors And Foreign Intervention On Shifts In Local Cultures.

UNIT – II

Comparing Cultures: Cultural and Behavioral Differences across the World, Understanding Models for Comparing Cultures- Theories of Hofstede, Edward T Hall, Kluchohn & Strodbeck.

Cultural Adaptation: Imparting Sensitivity training, Understanding the impact of Political, Legal, Economic, Ecological and Technological factors facing Business and their Management in Cultural Adaptation.

UNIT – III

Cross Cultural Human Resources Management: Staffing and Training for Global Operations, Global Staffing Choices; Expatriates or Local Managers.

Dynamics Of Cross-Cultural Leadership: Introduction, Theories of Leadership, Measuring Cross Cultural leadership. The GLOBE dimensions of leadership.

Managing and Motivating multi cultural Teams: Cultural Dimensions and Its Impact on Motivation.

UNIT – IV

Cross-cultural Negotiation & Decision making: Culture and Dispute, Resolution of Conflicts and Disputes in cross context.

Emerging Models of Strategic Management: In International Context, Achieving and Sustaining International Competitive Advantage; International Strategic Alliances.

Cross-Cultural Ethics: Ethics and Values across Cultures, International Ethical Agreements, Improving Global Business Ethics and Ethical Dilemma.

References for Further Reading:

K. Aswathappa, Human Resource Management: Tata McGraw Hill Publishing Company limited.

Cherunilam, Francis, International Business: Prentice Hall of India.

Hills, Charles W, International Business: McGraw Hill.

Punnett, Betty Jane, International Perspectives on Organizational behavior and Human resource Management: Prentice Hall of India.

MBA EX 7103 : SERVICES MARKETING

Objective : The objective of the paper is to enable the students to appreciate the significance of marketing the services efficiently and effectively in today's service driven economy.

UNIT-I

Introduction to services: Meaning and need for services marketing, Service and technology, Differences in goods versus services marketing, Service marketing mix.

Customer Expectations and perception of Services: Meaning and types of services expectations, Factors that influence customer expectations of services, Model of customer service, Customer satisfaction, Service quality, Service encounters, Strategies for influencing Customer perceptions. Understanding customer Expectations & Perceptions through Marketing Research.

UNIT-II

Service Recovery: Impact of service failure and recovery, Service recovery paradox, Switching versus staying post service recovery, Service recovery strategies.

Service Development & Design: Challenges of service design, Service redesign, Stages in new service development, Service blueprinting, High performance service innovations.

Physical Evidences and Servicescape: Types, Role and Framework for understanding servicescape effects on behavior, Approaches for understanding servicescape effects, Guidelines for physical evidence strategy.

UNIT-III

Employees' Role in Service Delivery: The critical importance of service employees, Boundary/spanning roles, Hire the right people, Develop people to deliver service quality, Retain the best people.

Customers' Role in Service Delivery: Importance of customers' in service delivery, customers' roles, Self-service technologies, Strategies for enhancing customers' participation, Managing the customer-mix

UNIT-IV

Pricing of Services: Services prices for consumers, Marketing segmentation pricing.

Integrated Gaps Model of Service Models of Service Quality: Gaps model of service quality, Gronroos' perceived service quality model, SERVQUAL, Zeithaml's RATER model, Kano's two factor model.

Organizing for Change Management & service Leadership: Service-profit chain, Qualities associated with service leaders, Reducing inter-functional conflicts, Change management, Evolution versus turnaround, Valuating leadership potential, Leadership culture & climate.

References for further readings

Zeithaml, V.A., Bitner, "Services Marketing", 3rd Edition, Tata McGraw Hill, New Delhi.

Lovelock, Wirtz Jochen, Chatterjee; "Services Marketing: People, Technology, Strategy", Pearson Education, New Delhi.

Payne, Adrian., The Essence of Services Marketing, Prentice Hall of India, New Delhi.

Nargundhar, Rajendra "Services Marketing" Tata McGraw Hill, New Delhi.

Goncalves, Karen P., "Services Marketing-A Strategic Approach", Prentice Hall International, New Jersey.

MBA EX 7104 : GLOBAL MARKETING

Objective: The objective of this course is to expose the learners to a conceptual framework of Global marketing.

UNIT-I

Introduction to global marketing, the process of international marketing and transition from domestic to transnational marketing, trade theories, rationale for global trade, benefits of international trade, trade barriers.

Global markets dimensions of global markets, segmenting global markets

The Global Marketing Environment, environmental analysis and its influence on Global marketing (political, legal, cultural and social environment).

UNIT-II

Approaching Global Markets: marketing entry strategies; selection of foreign markets and positioning strategies. Importing, Exporting, and Sourcing, Global Market Entry Strategies: Licensing, Investment, and Strategic Alliances.

Product planning for global markets, standardization vs. Product adoption, new product development and management of international brands, Brand and Product Decisions in Global Marketing, packing and labeling.

UNIT-III

Global pricing strategies: environmental influences on pricing decision

Global Marketing Channels and Physical Distribution: channel structure, channel strategies for foreign market entry; social and cultural environment and its influence on international marketing.

UNIT-IV

Global Marketing Communications Decisions: Promotional strategies in international marketing, international marketing organization and control.

Information technology and Global Marketing.

Emerging issues in global marketing: integrated approach to international marketing.

References for further readings :

Cateora, P. R., Graham, J. L., International Marketing, McGraw Hill.

Douglas, S. P., and Craig, C.S., Global Marketing Strategies, McGraw-Hill

Onkysist, S., and Shaw, J., International Marketing, Routledge.

Subhash C. J., International Marketing, Cengage Learning India Pvt. Ltd.

MBA EX 7105 : ADVERTISING AND CONSUMER BEHAVIOUR

Objective: The objective of the paper is to acquaint the learners with the concepts, techniques and applications for developing effective advertising programme by understanding consumer behavior

UNIT-I

Advertising Role in the Marketing Process: Legal Ethical and social Aspects of Advertising. Functions and types of advertising. Integrated Marketing communication .Brand management, Brand Image, Brand Equity and Brand Building. Ethics of advertising.

The major players in advertising, Advertising agency, Brand manager, market research firms, Media, Type of agencies. Structure of an agency and its functions. The process of developing an advertisement.

UNIT-II

Objective Setting and Market Positioning; DAGMAR Approach and Determination of Target Audience and understanding them. Assumptions about consumer behavior an advertiser makes.

Building of Advertising Programme-Message, Headlines, Copy, Logo, Illustration, Appeal, layout Campaign Planning. Creative Strategies. Production and execution of TVCs and print.

Media Planning, Budgeting and advertising research ; Evaluation- Methods . Media buying . Emerging medias and trends. Advertising Research. Effectiveness of advertising- methods of measurement.

UNIT-III

Introduction to Consumer Behaviour; Consumer Behaviour and Marketing Strategy, Methods of consumer research, Applications of consumer behaviour knowledge in marketing. Contributing disciplines and areas like psychology, social psychology, economics, anthropology etc. Diversity of consumers and their behaviors. Profiling the consumer and understanding their needs.

Consumer Decision making process and decision making roles Information Search Process; Evaluative criteria and decision rules. Involvement theory and applications.

UNIT-IV

Consumer Attitudes: Attitudes and Attitude Change; Concept and measurement of attitudes. Strategies of attitude change. Attribution theory and Cognitive dissonance. Persuasion and persuasibility.

Consumer self concept and Psychographics: Self Concept. Concept of Multiple Selves. Development of the self. Image Congruence assumptions. Social Comparison theory. Self-esteem. Body image and body esteem. Fashion, Cosmetics and Conspicuous consumption. Psychographics and Lifestyle; Reference Group Influence; Theory of reference group and applications. Endorsements and reference group influence.

Family, family life cycle and decision-making. Social Class. The concept and measurement. Mobility among social classes. Prestige products and status. Diffusion of Innovation and Opinion Leadership. Consumer materialism. Customer life time value.

References for further readings:

Arens, W.A., Contemporary Advertising, Tata McGraw Hill, New Delhi.

Batra R. Myers, J. G. and Aaker D. A., Advertising Management, Prentice Hall of India, New Delhi.

Belch, G.E. and Belch, M. A., Introduction to Advertising and Promotion, Irwin Publishers, Chicago USA).

Laudon, D.L. & Bitta, A. J. D., Consumer Behavior, Tata McGraw Hill, New Delhi.

Sandage, C.H., Fryberger, V. and Rotzoll K., Advertising, AITBS, Delhi.

Schiffman, L. G. and Kanuk, L. L., Consumer Behavior, Prentice Hall of India, New Delhi.

GROUP B : FINANCE

MBA EX 7106 : MANAGEMENT CONTROL SYSTEMS

Objective: The object of the course is to help the learners understand and evaluate management control systems for efficient organizations.

UNIT-I

Introduction: Evolution of control systems in an organization, Meaning & Nature of Management Control Systems, Scope, Basic Concepts.

Strategies and Management Control: Strategic Planning, Nature and Process of Strategic Planning, analysis of Programs, Management Control and Operational Control.

Behavior in Organization: Goal Congruence, Informal and Formal Control System Cybernetic Paradigm of Grissinger – Functions of the Controller, Designing Management Control Systems.

UNIT-II

Responsibility Centers: Expense Centers, Profit Centers and Investment Centers, Revenue Centers, Marketing Centers.

Transfer Pricing: Meaning, Objectives, Methods, Pricing Corporate Strategy, Related numerical problems – Return on Investment, Economic Value Added, Measuring Asset Employed.

Reward and Compensation: Characteristics of Incentive Plans, Stock Options, Phantom Shares, Performance Shares.

UNIT-III

Management Control Process: Meaning, Nature of Budgeting and Reporting, Process, Quantitative Techniques and their applications, Budgeting as a tool for Management Control Systems – Engineered, Discretionary and Committed Costs – Approaches to budgeting with respect to Engineered and Discretionary costs – Benchmarking and Total Cost Management.

Performance Measurement: Meaning, Technique, Interactive Control, Capital Budgeting and Ratio Analysis as a tool to management performance measurement.

UNIT-IV

Variation in Management Control: Revolution in Management Control, Emerging Management System, Implications of Management Accounting in Controlling, Control for Differentiated strategies. Modern Controlling Methods: Just in Time, Total Quality Management, Computer Integrated Manufacturing, Decision Support System.

Audit Function: Introduction to Audit Function as a control tool covering Financial Audit, Internal Audit and Cost Audit, Management Audit – Principles and Objectives.

Management Control Systems in Service Organizations, Multinational and Export Organizations, Financial and other Organizations.

References for further readings:

Anthony and Govindrajana, Management Control Systems, McGraw Hill International Publications.

Maciariello and Kirby, Management Control Systems, Prentice Hall of India.

Kenneth Merchant, Wim Van der Stede, Management Control Systems, Pearson Publications.

Joshi, Management Control System, Everest Publishing House.

MBA EX 7107 : SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objective: To enable the students to understand various techniques of analysis used in security analysis, portfolio analysis and efficient portfolio management.

UNIT – I

Security Market Analysis: Investment environment, Fundamental concepts of Risk and Return, Types of Return and risk- Systematic and Unsystematic, Sources of risk.

Technical and Fundamental Analysis: Economic Analysis, Industry Analysis, Company Analysis.

UNIT – II

Forms of Market Efficiency: Random Walk Theory, weak, semi-strong and strong form of efficiency.

Valuation of Securities: Valuation of Bond/ Debentures, Equity and Options, Analysis of risk-duration, modified duration and convexity.

Portfolio Theory: Portfolio Management – Meaning, Evaluation & Role, Diversification and Portfolio Risk, Portfolio Return and Risk, Calculation of Portfolio Risk, Efficient Frontier for two securities, Efficient Frontier for n-securities.

UNIT – III

Portfolio Analysis: Markowitz Theory Risk-Return Optimisation, Single Index Model, Multi-Index Model, Portfolio Total Risk. Portfolio Market Risk, Portfolio Unique Risk, Sharpe's Optimization Solution.

Portfolio Selection: Concept of Portfolio Selection, Optimal Portfolio, Objectives, Risk & Investor Preferences, Investment Constraints, Cut-Off Rate And New Securities, Efficient Frontier And Portfolio Selection.

UNIT – IV

Capital Market Theory & Arbitrage Pricing Theory- CAPM, Risk Free Lending & Borrowing, Arbitrage Pricing Theory.

Portfolio Construction & Evaluation: Techniques of Portfolio Construction - Active and Passive portfolio management, Bond portfolio management strategies-passive, semi-active and active along with immunization strategies Portfolio Performance Evaluation.

Portfolio Revision: Meaning, Need, Techniques of Portfolio Revision.

Reference Books:

Fuller & Farrel, Modern Investment & Security Analysis, McGraw Hill.

Strong, Robert A., Portfolio Management Handbook, Jaico Publishing House, Delhi.

Singh, Preeti, Investment Analysis, Himalaya Publishing House.

Jordan & Fischer, Security Analysis & Portfolio Management, Prentice Hall India N. Delhi.

Avadhani, V.A., Security Analysis & Portfolio Management, Himalaya Publishing House.

MBA EX 7108 : STRATEGIC COST MANAGEMENT

Objective: To enable the learners to understand cost management system and develop an insight into application of cost analysis from strategic perspective.

UNIT- I

Strategic Cost Management: Meaning, Nature and Significance of strategic Cost Management, Limitations of Traditional Cost Analysis, Difference between Conventional Cost Analysis and Strategic Cost Analysis, Strategic Cost Management and Strategic Cost Analysis.

Cost Driver Analysis & Activity Based Costing: Activity Based Costing, Activity Based Management, Difference between Activity Based Costing & Activity Based Management.

UNIT- II

Value Analysis: Meaning of Value Analysis and value addition, Porter's Value Chain Analysis, Strategic Application of Value Chain Analysis.

Strategic Positioning Analysis: Critical Success Factors and SWOT Analysis.

Waste Management: Scraps, defectives etc.

UNIT- III

Performance Evaluation: Traditional Framework of Performance Evaluation, Balanced Scorecard.

Productivity improvement: Various tools and techniques including Kaizen, TQM and Six Sigma.

Cost of Quality: Introduction, Concept, Cost of Conformance- Prevention & Appraisal Costs, Cost of Non-Conformance- Internal & External Failure Costs.

UNIT- IV

Variance Analysis: Basics of Standard Costs, Material Variances, Labour Variances, Overhead Variances, Difficulties in Measuring Variances, Evaluation of Control based on Standard Costing.

Cost Management through TQM System.

References for Further Reading:

Shank, Govindarajan, *Strategic Cost Management*, Free Press.

Robert S. Kaplan and Robin Cooper, *Cost & Effect*, Harvard Business School Press.

Cost Management for *Today's Advanced Manufacturing: The CAM-1 Conceptual Design*, Harvard Business School Press.

GROUP C : HUMAN RESOURCE MANAGEMENT

MBA EX 7109 : ORGANIZATIONAL DEVELOPMENT

Objective: The object of the course to provide an in depth understanding of OD and its significance in the long term survival of the organizations.

UNIT-I

Organizational development: Definition of OD, Nature and characteristics of OD, history of OD, Values assumptions and beliefs in OD.

Process of organizational development: diagnosis, the action component; OD interventions, the program management component.

Foundations of OD: Methods and theories of planned change, systems theory, participation and empowerment, teams, parallel learning structures, and normative re-educative strategy of changing.

UNIT-II

OD interventions: Classifying OD interventions, Action research and OD.

Team interventions: teams and work groups, team building, process consultation, Gestalt approach and various techniques in team interventions.

Intergroup and third party interventions: Intergroup and third party interventions, organization mirroring and partnering.

UNIT-III

Structural Interventions- Restructuring organization, reengineering, employee involvement, work redesign, quality circles, MBO and appraisal, QWL-TQM etc.

Strategic Interventions: Organization and environment relationships, organization transformation, Issues in consultant client relationships.

UNIT-IV

Organizational Development in global context, organizational development in service sector.

OD Practioners: Role, competencies requirement, professional ethics and value and experiences, Future trends in OD.

References for Further Reading:

Cummings, Thomas G. and Christopher G. Worley, Organization Development and Change, Thomson Learning.

Ramnarayan S., T.V. Rao and Kuldeep Singh, Organization Development Interventions and Strategies, Response Books, New Delhi.

French, Wendell L. and Lecil H. Bell, Organization Development, PHI, New Delhi.

Chowdhury, Subir, Organization 21C, Pearson Education.

MBA EX 7110 : EXECUTIVE COMPENSATION

Objective: This course is designed to promote understanding in issues related to compensation in corporate sector and impart skills in designing, analyzing and restructuring compensation management system, policies and strategies.

UNIT-I

Executive Compensation: Introduction, Role and importance of compensation in organizations, Theories of Executive Compensation: Economic and behavioral theories, social scientists approach, administrative contingency, agency theory, stakeholders' concept etc. related to compensation;

Strategic perspectives of Executive Compensation, Executive Compensation as a motivational tool.

UNIT-II

Understanding equity in Executive Compensation : Internal and external equities in compensation system, determining the worth of jobs; understanding inter and intra-industry compensation differentials.

Designing pay structure and administering compensation package; understanding different components of compensation package like fringe benefits, incentives and retirement plans, Pay for performance plans.

UNIT-III

Executive Compensation for special groups: Corporate Directors, Chief Executives, Senior Managers; components of executive compensation package.

Compensation of professionals and knowledge workers, R&D staff, sales compensation plan.

International compensation: understanding expatriate pay package and approaches to international pay.

UNIT-IV

Statutory provisions governing different components of reward system, working of different institutions related to reward system like wage boards, pay commissions.

Role of trade unions in compensation management.

Executive perks and tax planning.

References for Further Reading:

Milkovich, George T and Newman J.M., Compensation, Tata McGraw Hill.

Henderson, R.O., Compensation Management, Pearson Education.

Martocchio, J.J., Strategic Compensation, Pearson Education.

Armstrong, M and Murlis H, Reward Management, Kogan Page, UK.

Singh, B.D., Compensation Reward Management, Excel Books, New Delhi.

MBA EX 7111 : MANAGERIAL EFFECTIVENESS

Objective: The object of the course is to enable the learners to appreciate and understand the role and significance of multiple intelligences in Managerial effectiveness.

UNIT-I

Managerial Effectiveness: Definition, meaning and types of managerial effectiveness.

Models of Managerial Effectiveness: Models of managerial effectiveness, measuring effectiveness, enhancing effectiveness.

Role of Multiple intelligences in Managerial & Leadership Effectiveness: Meaning, Concept, Types of Multiple Intelligences, Significance of Multiple Intelligences.

UNIT-II

Emotional Intelligence: Definition, importance, types of emotions; Understanding the needs & feelings of self, of others, managing one's feelings, responding to others in appropriate ways, EI and personality.

Models of Emotional Intelligence: Models of EI, Measuring EI, Enhancing EI at work place, Emotional Labour - Meaning, Concept, Importance. EI and stress coping styles.

Role of Emotional Intelligence in Leadership Effectiveness & Managerial Effectiveness.

UNIT-III

Role of Cognitive Intelligence (IQ) in Managerial Effectiveness: Emotional Quotient Vs. Intelligence Quotient.

Role of Moral Intelligence in Managerial Effectiveness: Ability to differentiate the right from the wrong. Doing the right things. Knowing v/s doing the right things, Measuring moral quotient, significance of moral intelligence in managerial effectiveness and organizational success.

UNIT-IV

Role of Behavioral Intelligence in Managerial Effectiveness: Behaving appropriately in different situations, Verbal and written communication skills, Non verbal or body language, Other physical behavior, Political skills.

Role of Spiritual Intelligence in Managerial Effectiveness: Understanding that human beings have an animating need for values and a sense of worth in what they seek and do, Responding to that need in appropriate ways, Improving the quality of life for others, Contributing to the society.

References for further readings:

Chakraborty, S.K., Managerial Effectiveness and Quality of Worklife - Indian Insights, Tata McGraw Hill, Publishing Limited, New Delhi.

Cooper, R.K. & Sawaf, A., Executive EQ: Emotional Intelligence in Leadership and Organizations, Grosset/Putnum.

Goleman, D., Emotional Intelligence, Bantam Books, New York.

Goleman, D., Emotional Intelligence: Why it Matters More Than IQ, Bantam Books, New York.

Goleman, D., Working with Emotional Intelligence, Bantam Books, New York.

Reddin, W.J., Managerial Effectiveness, McGraw Hill.

FOURTH SEMESTER

MBA EX 7201 : CORPORATE GOVERNANCE

Objective: The objective of this course is to acquaint learners with concepts of corporate governance and to explore business, financial, political and legal issues affecting systems by which corporations are directed and controlled both in developed and developing countries.

UNIT-I

Introduction to Corporate Governance: Meaning, Significance of Corporate Governance, Conceptual framework of Corporate Governance.

Theories and Principles of Corporate Governance: Theoretical Basis of Corporate Governance.

Corporate Governance in India: Emergence of Corporate Governance in India, Pioneers in Good Governance Practices, Need for Accounting Standards, Future of Corporate Governance in India.

UNIT-II

The External Agents and Institutions of Corporate Governance: The purpose of the corporation, for whom does the corporation exist (shareholders, stakeholders, the community, and the state) and their role in Corporate Governance.

The Internal Agents and Institutions of Corporate Governance: Role of Board of Directors, Managers, and Shareholders in Ensuring Corporate Governance.

Corporate Social Responsibility

UNIT-III

Accountability of managers and stockholders: Defining and enforcing managers' duties, mechanisms of stock holders accountability (through voting and proxy contests, derivative and class actions, takeovers, tender offers, and markets for corporate control).

Facilitators, Role Players and Regulators: Role of regulators, government enforcement in Corporate Governance, legislative (introduction to Indian and foreign initiatives); gatekeepers and access to capital (auditors, investment bankers, rating agencies, exchanges, the financial press).

UNIT-IV

Corporate Governance Mechanism and Control: Role of International Standard setting organization (for example OECD), Legislative initiative and proposals worldwide (for example SOX), The Companies (Amendment) Act, 1999, Securities Laws (Amendment) Act, 1999, Committees on Corporate Governance, CII code – Desirable Corporate Governance (1998), Kumar Mangalam Birla Committee on Corporate Governance (2001), Companies (Appointment of Small Shareholder's Director) Rules, 2001, Clause 49 of the listing agreement. Corporate Governance provision in the companies acts 2013.

Role of SEBI in Promoting Corporate Governance in India.

References for Further Readings:

Fernando, A.C., Corporate Governance: Principles, Policies and Practices, Pearson Education.

Hansmann, H., The Ownership of Enterprises, The Belknap Press of Harvard University.

Lipman, F.D. and Lipman, L.K., Corporate Governance Best Practices: Strategies for Public, Private, and Not-for-Profit Organizations, Wiley & Sons.

Mathur, U.C., Corporate Governance and Business Ethics: Texts and Cases, Macmillan Publishers Ltd.

Monks, Robert A.G. and Minow, N., Corporate Governance, Wiley-Blackwell.

Tricker, B., Corporate Governance: Principles, Policies, and Practices, Oxford University Press

Gopalsamy, N., Corporate Governance: The New Paradigm, Wheeler publisher.

Kumar, Surendar: Corporate Governance: A question of Ethics, Galgotia publisher.

Balasubramanian, N. Corporate Boards and Governance, Sterling publisher, Harvard

CII: Desirable Corporate Governance: A code, Confederation on Indian Industry.

MBA EX 7202: BUSINESS & MARKETING RESEARCH

Objective: This course aims to provide students with a background in research methods, issues related to conducting marketing research, data analysis, and methods of evaluation related to marketing.

UNIT-I

Introduction: Definition and objectives of Research – Types of research, Various Steps in Research process, Research methods vs. Methodology. Types of research – Descriptive vs. Analytical, Applied vs. Fundamental, Quantitative vs. Qualitative, Conceptual vs. Empirical.

Research Formulation – Defining and formulating the research problem - Importance of literature review in defining a problem – Literature review, Primary and secondary sources –Development of working hypothesis. Theory building in research: Meaning and Goals of theory, Approach to theory building; inductive approach and Deductive approach, Research concept, Construct, Propositions, Variables and hypotheses.

UNIT-II

Research Design and Methods – Research design – Basic Principles- Need of research design — Features of good design – Important concepts relating to research design – Observation and Facts, types of research designs: Exploratory, Descriptive and Experimentation.

Data Collection & Sampling: Probability and non-probability techniques of sampling. Use of random number tables. Internet sampling, online generation of random numbers, Sample size determination. Methods of data collection. Construction of questionnaire: Objectives and process of questionnaire design.

Measurement and Scaling: Meaning and levels of measurement, Primary scales of measurement: nominal, ordinal, Interval and ratio scale. Scaling techniques: Developing multi-item scale: Process, Scale evaluation.

UNIT-III

Marketing Research: Introduction to Market Research, Types of Research – Basic & Applied, Nature, Scope, Objectives, Importance & Limitations of Market Research.

Market Research Techniques: National readership survey, Retail Store Audit, Consumer Panels, Test Marketing, Research in Advertising Decisions, Marketing Audit, Data Base Marketing, Focus Group Interviews.

UNIT-IV

Qualitative Research: Introduction, definition, comparison to quantitative research, brief on different techniques.

Market Segmentation, Positioning and Product Development Research: what is market segmentation, utility of market segmentation, techniques used for market segmentation research like factor, cluster and Discriminant Analysis. Packaging research, pricing research and advertising copy research.

Research Report and Ethical issues in research

References for further reading:

Malhotra, N. K. Basic marketing research: Pearson international edition USA: Pearson Education.

Exploring Marketing Research, 8th edition, by William G. Zikmund, Thomson/South-Western,

Bagozzi, R. P. *Principles of marketing research* Cambridge, MA: Blackwell.

Aaker, D. A., Kumar, V., & Day, G. S. *Marketing research*. John Wiley & Sons.

GROUP-A: MARKETING AND INTERNATIONAL BUSINESS

MBA EX 7203: INTERNATIONAL BUSINESS ECONOMICS

Objective: The basic objective of this course is to acquaint the learners with fundamental of international economics principles.

UNIT-I

Introduction: International Economy and the structure of International business. The stages of globalization and world economic integration. Theories of International Trade: Absolute Cost Advantage, Comparative Cost Advantage; Opportunity Cost Approach, Hecksher- Ohlin Model. Monopolistic Competition Model for international Trade, Porter's Diamond Model.

Concepts and Organization of International Business: International Business: Definition; Nature and Scope. How is International Business different? Why do firms internationalize; Process of internationalization and risks attached with it.

UNIT-II

Modes of International Business: Export and Import of merchandise and services; direct and portfolio investment; franchise; joint venture; foreign branches; foreign affiliates and subsidiaries.

The Strategy of International Business: Developing competitive strategies and strategic options, technology collaboration and transfer, competing internationally.

Sources of Finance for Firms in International Business: Eurodollar, syndicated loans, GDR and ADRs and bills of exchange etc.

UNIT-III

Trade Policies: Tariff and Non Tariff barriers to trade; Role of WTO in International trade policy formation; WTO and its various agreements. Regional Economic Cooperation: Forms and its impact on international business.

International Monetary Systems and Foreign Exchange Market: The evolution of International Monetary System: Relevance and importance of agencies like IMF, World Bank and ADB. *Foreign Exchange:* Determination of exchange rate under fixed and flexible exchange rate regime; spot and forward exchange rate. Foreign exchange hedging; Instruments of Foreign Exchange markets: futures, forward, swaps and options.

UNIT-IV

Export and Import: The selection of export markets, planning of export marketing strategy, product pricing, promotion and distribution channel. Changes dimensions of India's trade policy.

Foreign Investment: Growth, direction, source, horizontal and vertical direct investment. Changing dimensions of policy Framework related to FDI and FII in India. The role of Multinational Corporations in international factor mobilization.

References for further readings:

Krugman, P. R., International Economics, Pearson Education.

Kindleberger, C. P., International Economics, R.D. Irwin.

Sodersten, R. G., International Economics, McMillan Press.

Sundaram, Anant, The international business Environment, Preince Hall of India, New Delhi.

MBA EX 7204: STRATEGIC BRAND MANAGEMENT

Objective: This course is designed to develop the necessary knowledge and skills for creating and managing brands which resonate with customers and allow the marketing organization to build and maintain a loyal and profitable customer base.

UNIT-I

Brand And Brand Management : Introduction To Concept Of Branding, Roles Of Brands, introduction to basic terms in branding, brand elements, Brand Identity, Personality and Brand Associations.

Identifying and Establishing Brand Positioning and Values: customer based brand equity, brand positioning.

UNIT-II

Planning and Implementing Brand Marketing Programs: elements of brand marketing programs, process, choosing brand elements to build brand equity. Basis of Brand Equity, methods of evaluation of brand, brand planning, brand metrics and value. Brand architecture.

Building Brand Equity: Integrating Marketing Communications to Build Brand Equity, Leveraging Secondary Brand Associations to Build Brand Equity.

Brand Loyalty - Measuring Brand Loyalty - Strategic Value Of Brand Loyalty - Maintaining And Enhancing Loyalty, Brand Awareness - How Awareness Works To Help The Brand - How To Achieve Awareness, Perceived Quality , Brand Associations, Other Proprietary Assets .

UNIT III

Planning and Implementing Brand Marketing Programs: Integrating Marketing Communications to Build Brand Equity, Leveraging Secondary Brand Associations to Build Brand Equity.

Measuring and Interpreting Brand Performance, Developing a Brand Equity Measurement and Management System, Measuring Sources of Brand Equity: Capturing Customer Mind-Set, Measuring Outcomes of Brand Equity: Capturing Market Performance.

UNIT IV

Growing and Sustaining Brand Equity: Designing and Implementing Branding Strategies: Introducing and Naming New Products and Brand Extensions, Managing Brands over Time, Managing Brands over Geographic Boundaries and Market Segments.

Brand Audit.

Branding Applications: branding applications in few industries like Sports & Entertainment Branding, Personal & Cause Branding.

References for further readings:

Keller, K. L., Parameswaran, M. G., & Jacob, I. Strategic brand management: Building, measuring, and managing brand equity. Pearson Education India.

Rosenbaum-Elliott, R., Percy, L., & Pervan, S. Strategic brand management. Oxford University Press.

Aaker, D. A. Strategic market management. John Wiley & Sons.

MBA EX7205: INTERNATIONAL FINANCIAL MANAGEMENT

Objective: To acquaint learners with International Finance Management concepts and its Dynamics.

UNIT-I

Intricacies of Foreign Exchange Markets: Spot and Forwards Exchange Rates; Eurocurrency and Domestic Interest Rates; Quotations and market rules.

Parity conditions in International Finance: Purchasing Power Parity; Covered Interest Parity; Real Interest Parity; Parity Conditions and Managerial Implications.

Forecasting Exchange Rates: Fundamental factors Affecting Exchange rates, Time Series Forecasting Models.

UNIT-II

International Sources of Finance for the firm: Bond Financing (Fixed and Floating Rate Notes); Loan Financing (Syndicates Loans); Securitized Financing (Euro note); Equity Financing (GDR & ADR); Features of Loan Agreements: Loan Negotiations.

International Financing Decision: Issues in Overseas Funding Choices; Economic Circumstances and overall funding Choices; Funding and Risk Management Aspects

UNIT-III

Capital Budgeting & Cost of Capital of a Foreign Investment.

Foreign Exchange Risk Management: Conceptual Overview, Nature of Exposure (Accounting, Economic, Transaction, Translation), Hedging and Speculation of various types of exposure.

UNIT-IV

Managing Currency Exposure: Currency Forwards, Currency Options, Currency Futures, Currency Swaps.

Managing Interest Rate Exposure

Accounting Implications of Foreign Transactions: Derivatives Accounting, Risk Management in a Treasury.

References for further Reading:

Jain, P. K., International Financial Management Mc Millan India Ltd.

Hodrick, Robert J., Bekhant Geert, International Financial Management-Drencte Hall of India Ltd.

Shaprio Allan C., -International Financial Management PHI

Madem Vic, International Financial Management, Excel Books

GROUP B : FINANCE

MBA EX 7206: FINANCIAL MARKETS AND SERVICES

Objective: The course aims at exposing the learners to the developments in the areas of financial markets and services and developing their financial skills.

UNIT-I

Financial System: Constituents and function of financial system, Efficiency indicators of Financial systems. Role and Functions of RBI & SEBI.

Financial Markets: Major Segments of Financial Markets: Money Market, Capital Market, Foreign Exchange Market and Govt. Security Market, Money Market: Call Money Market, Bill Market, Repo Market, T Bill, Commercial Paper, Certificate of Deposits Capital Market: Primary and Secondary Market, Cash/Spot Market and Derivative Market, and Equity and Debt Market.

UNIT-II

Financial Services in India: Evolution and role of financial services companies in India, NBFC's evolution and Industry Structure in India.

Merchant Banking & Investment Banking: Nature and Scope, Regulation of Merchant Banking Activity. SEBI Guidelines for Public Issues. Difference between Merchant Banking & Investment Banking.

Leasing: Introduction, history and development of leasing, Types of leasing, Evolution of Indian leasing industry. Legal aspects of leasing, lease documentation, lease agreements, Tax aspects of leasing, Income tax aspects, sale tax aspects, lease evolution: the lessee's angle, the lessor's angle, negotiating lease rentals, lease accounting and reporting (AS - 17)

UNIT-III

Mutual Fund: Evolution, types, regulation of mutual funds, performance evolution, design and marketing of mutual fund scheme, analysis and tax treatment of MF scheme, MF in India.

Credit Rating: concept, process, methodology, SEBI, Credit Rating Agencies Regulation 1999, Consumer finance & Housing Finance: Role of Consumer Credit in the Financial System, Features, Mathematics and legal framework, Credit Screening Methods, Innovating Structuring Of Consumer Credit Transactions, Product Mix, Consumer Credit Act 1974, Introduction to Housing Finance, H.F. Schemes in India, Characteristics of H.F. Credit Cards: Concept, Types, Billing and Payment, Settlement Procedure, Mechanisms of transactions Member Establishments, Member Affiliates.

UNIT-IV

Insurance: Definition, Classification, Principles of Insurance, Rights and obligations of parties, ULIPs

Factoring: Concept, Types, Functions of factor, Legal Aspects, Evaluation of factoring, Factoring services in India, Factoring vis-à-vis bill discounting, credit insurance, forfeiting. Reason for slow growth of Factoring in India. Bill financing: bill of exchange, definition, steps in bill discounting, bill market in India.

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

References for further readings:

Bansal L. K., Merchant Banking and Financial Services, Tata McGraw Hill

Khan, M.Y., Management of Financial Services, Tata McGraw Hill

Padmalatha, S., Management of banking and financial services, Sultan Chand and Sons
 Rose, P.S., and Hudgins, S.C., Bank Management and financial services, Tata McGraw Hill

MBA EX 7207: FINANCIAL STATEMENT ANALYSIS

Learning Objective: The Objective of this course is to develop the potential in learners to critically analyze the financial statements of a business enterprise.

UNIT-I

Introduction to Financial Statements: Nature, Meaning, Objectives, Forms and Measurement of Financial Statements, Limitations and uses of financial statements.

Techniques of Financial Statement Analysis: Time Series (Intra firm) Analysis, Cross Sectional (inter firm) Analysis, Residual Analysis.

UNIT-II

Analysis of different types of financial statements: Balance Sheet, Income Statement, Statement of Shareholder's Equity, Statement of retained earnings, Cash Flow statement, Fund flow statements.

Financial Statement and Valuation: Cash flow based and Earnings based approaches.

UNIT-III

Ratio Analysis: Analysis of Short-term Liquidity and Working Capital Analysis, Profitability Analysis.

Growth and Sustainable Earning Analysis

Accounting Analysis: Creating accounting value, economic value added, and determining accounting as well as earnings quality (detecting accounting, transaction manipulation, disclosure quality, quality of earnings and cash flow forecasts).

UNIT-IV

Valuation Analysis of Risk: Analysis of equity risk (operating, financing and price risks), analysis of credit risk (liquidity, capital structure and solvency).

Financial Statement Analysis and Forecasting

Analysis of Inflation and Intangibles on Financial Statements.

References For Further Readings:

Lawrence Revsine, Daniel Collins, W. Bruce Johnson., *Financial Reporting and Analysis*: Pearson Publications.

Martin Fridson and Fernando Alvarez., *Financial Statement Analysis: A Practitioner's Guide*: John Wiley & Sons Publications.

Stephen H. Penman., *Financial Statement Analysis and Security Valuation*: Tata McGraw Hill Publications.

Foster, George., *Financial Statement Analysis*: Prentice Hall Publishers.

Gokul Sinha., *Financial Statement Analysis*: Prentice Hall Publishers.

MBA EX 7208: INTERNATIONAL FINANCIAL MANAGEMENT

Objective: To acquaint learners with International Finance Management concepts and its Dynamics.

UNIT-I

Intricacies of Foreign Exchange Markets: Spot and Forwards Exchange Rates; Eurocurrency and Domestic Interest Rates; Quotations and market rules.

Parity conditions in International Finance: Purchasing Power Parity; Covered Interest Parity; Real Interest Parity; Parity Conditions and Managerial Implications.

Forecasting Exchange Rates: Fundamental factors Affecting Exchange rates, Time Series Forecasting Models.

UNIT-II

International Sources of Finance for the firm: Bond Financing (Fixed and Floating Rate Notes); Loan Financing (Syndicates Loans); Securitized Financing (Euro note); Equity Financing (GDR & ADR); Features of Loan Agreements: Loan Negotiations.

International Financing Decision: Issues in Overseas Funding Choices; Economic Circumstances and overall funding Choices; Funding and Risk Management Aspects.

UNIT-III

Capital Budgeting & Cost of Capital of a Foreign Investment.

Foreign Exchange Risk Management: Conceptual Overview, Nature of Exposure (Accounting, Economic, Transaction, Translation), Hedging and Speculation of various types of exposure.

UNIT-IV

Managing Currency Exposure: Currency Forwards, Currency Options, Currency Futures, Currency Swaps.

Managing Interest Rate Exposure

Accounting Implications of Foreign Transactions: Derivatives Accounting, Risk Management in a Treasury.

References for further Reading:

Jain, P. K., International Financial Management Mc Millan India Ltd.

Hodrick, Robert J., Bekhant Geert, International Financial Management-Drencte Hall of India Ltd.

Shaprio Allan C., International Financial Management PHI

Madem Vic, International Financial Management, Excel Books

GROUP C: HUMAN RESOURCE MANAGEMENT**MBA EX 7209: HUMAN RESOURCE DEVELOPMENT**

Objective: This course is intended to make the learners of capable of applying the principles and techniques of HRD as professionals in organizations they work for.

UNIT-I

Human Resource Development: Concept and evolution, need and significance, characteristics, goals, approaches and models of HRD.

Strategic Interventions in HRD Sector and Target Groups: Health, Adult Literacy, Technical and Vocational Education, Environment and Science and Technology, Target Groups; Women, Poor and Unemployed.

HRD mechanisms, processes and outcomes: HRD instruments.

UNIT-II

HRD and Management: Attitude of top management towards HRD, Motivational aspects of HRD, Trends and Practices, Line manager and HRD.

HRD culture and climate: Elements of HRD climate, measurement of HRD climate, factors to HRD climate, Determinant needs, developmental supervisor.

HRD for Workers: HRD mechanisms for workers, Role of trade unions.

UNIT-III

HRD in Organizations: Government organizations and public sector. HRD in educational institutions. HRD in armed forces, police and industry, private sectors.

Industrial relations and HRD, Utilization of HRD efforts, Future of HRD

UNIT-IV

Emerging Issues in HRD: Trends and challenges in HRD, Creating awareness and commitment to HRD.

International comparison of HRD (Commonalities and differences)

References for Further Reading:

Werner, Jon M. and Randy L. Desimone, Human Resource Development, South-Western Educational Publishing.

Nadler, L (ed.), Corporate Human Resources Development, Van Nostrand Reinhold.

Parek V. and T.V. Rao, Designing and Planning Human Resource Systems, Oxford and IBH, New Delhi.

Mello, Jeffery, Strategic HRM –, Thompson Publication, New Delhi.

Greer, Charles, Strategic HRM-, Pearson Education Asia , New Delhi.

Armstrong, Michael, Strategic HRM-, Kogan Page, London.

Aggarwal, Strategic HRM-, Oxford University Press, New Delhi.

Dessler, Gary. Human Resource Management, PHI, New Delhi

MBA EX 7210: INDUSTRIAL PSYCHOLOGY

Objective: The objective of the course is to acquaint the learners about the Psychology of the executives in the organization by using it to enhance their productivity.

UNIT-I

Introduction to Industrial Psychology: Meaning, Concept, Nature, Scope & Importance.

Individual Differences & their evaluation. Occupational Information and its importance in Industrial Psychology.

Personnel Counseling: Objectives, extent & types of Counseling, steps & Techniques of counseling.

UNIT-II

Selection of right candidate: By Interview & Application Blank.

Personnel Tests-I: Purposes & Validity of Tests, Types & Uses of Tests: Placement, Promotion etc.
Personnel Tests-II: Kinds of Tests and their efficiency. Tests on the basis of intelligence personality and interests.

UNIT-III

Meaning, Need, Importance of Industrial training, Methods, Individualized training.

Human Engineering: Introduction, Time Study, Study Motion Hawthorne Study. Fatigue:Nature, fatigue reduction, fatigue tests, environmental condition, effecting Fatigue. Accident Prevention:Introduction, Scope causes of accidents, Industrial safety programmes.

Supervision:Introduction, Meaning and evaluation, practices of high and low producing supervisors. Training supervisors.

UNIT-IV

Motivation: Introduction, Fundamentals, Financial & Non-Financial aspects.Morale & Monotony: Introduction, Measuring morale, Factors affecting morale. How to improve morale monetary: Causes & how to reduce monotony at workplace.

Attitudes & Job Satisfaction: Introduction, Methods of measuring attitudes. Factors influencing job satisfaction. How to increase job satisfaction.

Psychological aspects of Labour relations: Introduction, group dynamics formal & informal communication, Union Mgt. relations: Sources of conflicts, How to resolve conflicts in organizations.

References for Further Reading

Thomas Willard Harrell. *Industrial Psychology*: Oxford IBH Publishing Co.

M.L. Blum, J.C. Nayur *Industrial Psychology*: CBS Publishers

MBA EX 7211: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Objectives: The objective of the course is to acquaint the students with International HRM Policies and practices which is very important in the content of globalized world.

UNIT-I

Introduction to IHRM: Concept of IHRM, Issues in IHRM, Barriers to effective global HRM;

Cultural & behavioral differences and its relevance and importance in IHRM, Cross cultural studies, theories.

IHRM trends: Issues and challenges & theory development.

UNIT-II

IHR Planning and staffing: Recruitment & selection, practices and problems.

Performance management & appraisal –approaches to performance management, problems and practices.

Knowledge Management and IHRM.

UNIT-III

Training & Development practices approaches and shortcoming in international context.

Compensation policies and practices for Expats and International compensation structures.

Compensation strategies to attract, retain & motivate executives in the new millennium.

UNIT-IV

Expatriation and Repatriation of executives, issues and challenges.

International corporate social responsibility and employment relations.

Managing people in International context, the international models of IHRM vis. Swedish, Spanish, French, American, British European and Indian, The future of IHRM.

RULES AND REGULATIONS FOR MASTER OF BUSINESS ADMINISTRATION

(Executive Programme)

(w.e.f. from the admission of 2014-2015 onwards)

- 1.0** The duration of the course leading to the degree of Master of Business Administration (Executive) shall be two academic years. Each year shall be divided into two semesters. The examination for the first and the third semesters shall ordinarily be held in the month of December/January and for the second and the fourth semesters in the month of May/June, (Or on such dates and mode as may be fixed by the syndicate depending upon the situation)

Every candidate shall pay his examination fee for each semester at the time of admission to the course, along with other charges i.e. tuition fee etc. as fixed by Syndicate.

- 2.0** The Chairperson of University School of Open Learning (USOL) shall forward to the Controller of Examinations at least three weeks before the commencement of the examination for each semester, a list of the students who have satisfied the requirements of the regulations and are qualified to appear in the examination.

- 3.0** The last date for receipt of admission application form and fee with and without late fee shall be as fixed by the Syndicate.

The minimum qualification for admission to the 1st Semester of the course shall be-

- (i) A Bachelor's degree in any discipline of the University or a degree of any other University which has been recognized by the Syndicate as equivalent there to with not less than 50% marks in the aggregate.

Provided that in case of candidates having Bachelor's degree of the University through Modern Indian Languages (Hindi/Urdu/Panjabi (Gurmukhi Script) and/or in a classical Language (Sanskrit/Persian/Arabic) or degree of any other University obtained in the same manner recognized by the Syndicate, 50% marks in the aggregate shall be calculated by taking into account full percentage of marks in all the papers in Language excluding the additional optional paper, English and the elective subject taken together,

OR

- (ii) A pass in the final examination conducted by the (a) Institute of Chartered Accountant of India or England, (b) Institute of Cost and Works Accountants of India or England, and (c) Institute of Company Secretaries of India.

OR

- (iii) AMIE examination with 50% marks or more after having passed the diploma examination with 60% marks or above and have at least 5 years research/teaching or professional experience.

Only for Those students who are employed at the time of admission.

4.0 Every candidate shall be examined in the subjects as laid down in the syllabus prescribed from time to time.

20% marks in each paper excluding project and Viva voce, shall be assigned for internal assessment.

Project and viva-voce will be assessed internally on 100% basis. Viva-Voce shall be conducted jointly by internal & external examiners.(Not for USOL students)

The Chairperson of the University School of Open Learning shall forward these marks on the basis of written/ online assignment(s), to the Controller of Examinations at least two weeks before the commencement of the examination.

5.0 The Chairperson of the University School of Open Learning will preserve the records on the basis of which the internal assessment awards have been prepared for inspections, if needed by the University, up to six months from the date of declaration of the results.

Written/ online Assignment(s) shall be submitted to the Chairperson of the University School of Open Learning at least forty five days before the commencement of the examination. Written / online Assignment(s) received after the prescribed date shall not be accepted.(under normal circumstances)

The first and second semester examination shall be open to a student who;

- (i) has been on the rolls of University School of Open Learning during first and second semester respectively, and
- (ii) has submitted all the written/ online assignments of first and second semester respectively.
- (iii) In case a student who has not submitted his assignments as per 6.0 (ii) and wants to appear as an ex-student of University School of Open Learning, he will be allowed to do so only after the submission of all the assignments of the semester in which he wants to appear.

The third and fourth semester examinations shall be open to a student who;

- (i) has been on the rolls of the University School of Open Learning during third and fourth semester respectively, and
- (ii) has submitted all of the written/ online assignments of third and fourth semester respectively, and
- (iii) has secured minimum 50% marks in at least 50% of the papers of 1st and 2nd semester jointly,
- (iv) In case a student who has not submitted his assignments as per 6.1 (ii) and wants to appear as an ex-student of University School of Open Learning, he will be allowed to do so only after the submission of all the assignments of the semester in which he wants to appear.

6.0 The medium of instruction and examination shall be English.

The minimum number of marks to pass the examination in each semester shall be;

- (i) 35% in each paper in the University examination separately as well as jointly with

internal assessment,

- (ii) 50% in the aggregate of all the papers of each semester.
- (iii) Candidate who secured less than 35% marks in any/all paper/s in the semester of University examination separately as well as jointly with internal assessment, the result will be declared as re-appear in such paper/s.
- (iv) The result of each semester will be declared independently.
- (v) Candidate who secure 35% or more marks in all paper but fails to secure 50% in aggregate of the end semester examination, his/her result will be declared as FAIL IN AGGREGATE and he/she is eligible to reappear in not more than 50% paper/s. The marks secured in the appearing paper/s will be considered. A candidate will be given only two chances as per 12.0 (i) & (ii) to secure 50% aggregate marks in the concerned semester examination in which the candidate has secured the least marks in the paper/s whose result has been declared as FAIL IN AGGREGATE otherwise his/her result will be declared as FAIL.
- (vi) Fifty percent of the 5 papers will be taken as 3 papers and for 7 papers as 4 papers for the purpose of this regulation.

Grace marks shall be given @ one per cent of the aggregate marks of the external examination of University for each semester (only the marks of external examination will be counted for the purpose of calculating the grace marks and marks obtained in internal assessment will not be counted). A candidate may avail of the grace marks either in the aggregate or in one or more papers as may be to his advantage. In case of reappear it will be 1% of the subjects in which the candidate reappears. Grace marks shall, however, be given only for passing the examination or for earning the higher division and not for passing the examination with distinction:

- 7.0 The internal assessment awards of a candidate who fails in the examination shall be carried forward to the next examination.

A candidate who fails in the examination may appear in the next consecutive examination as an ex- student of University School of Open Learning.

- 8.0 As soon as is possible after the termination of the examination; the Controller of Examinations shall publish a list of the candidates who have passed.

Successful candidates shall be classified as under:

- (i) Those who obtain 75% or more of the total aggregate marks in all these semester Examinations taken together will be awarded First division with distinction

Those who obtain 60% or more of the aggregate marks but less than 75% marks

In all the semester examinations taken together will be awarded First division.

- (ii) Those who obtain below 60% of the Aggregate marks in all the semester Examinations taken together will be awarded Second division .

- 9.0 (i)** A candidate who is placed under Reappear in 1st / 3rd semester examination held in November/December will be eligible to reappear along with 2nd / 4th semester examination to be held in next April / May examination.

In case a candidate is unable to pass in reappear in April / May examination he/she will be given another chance in November/December examination to pass such papers.

- (ii)** A candidate who is placed under Reappear in 2nd / 4th semester examination held in next April / May will be eligible to reappear along with 1st / 3rd semester examination to be held-in next November/December examination.

In case a candidate is unable to pass in reappear in November/December examination he/she will be given another chance in April/May examination to pass such papers;

- 10.0** A candidate who fails in the First, Second, Third or Fourth semester and is not covered under "Reappear" Regulation 12 may be given one more chance and allowed to appear in the next regular examination as private candidate but he will have to appear in the entire examination of that semester in which he/ she fails.

If a candidate fails to pass in a semester examination even after availing this attempt he will be required to leave the course.

- 11.0** A candidate who has failed to clear all the prescribed papers of all the four semesters within four academic sessions from the date of his admission shall be required to leave the course.

IMPROVEMENT

- 12.0 (i)** A candidate who qualifies for the MBA degree shall be allowed to have up to two chances to re-appear as a private candidate in the papers in which he wants to improve his previous performance within a period of 5 years from the date of his passing of MBA examination. The candidate will be charged prescribed fee. Improvement will not however be allowed in internal assessment, Project and Viva- Voce examination.
- (ii)** A candidate who is allowed to re-appear in the MBA Examination for improvement in performance under the regulation 15.0 (i) may reappear in any of the semesters of part I and part II separately. Marks already obtained in part I and part II may be carried forward and combined with the other part for purposes of improving the previous performance.

IMPORTANT NOTE:

Students are advised to check the university web site for any amendments in Rules & Regulations from time to time.

GLIMPSES FROM ACADEMIA INDUSTRY INTERFACE



GLIMPSES FROM INDUSTRIAL VISIT TO ISUZU PLANT , ROPAR .



GLIMPSES FROM USOL ALUMNI MEET

