

Master of Business Administration (M.B.A.)

401 – STRATEGIC MANAGEMENT

OBJECTIVE OF THE COURSE:-

This is a follow-up course in Strategic Analysis. The two courses are designed to provide a framework for integrating the knowledge acquired by a student in diverse foundation and functional courses offered throughout the two-year M.B.A. programme. The case studies and other participative methods of instruction will be extensively used for developing knowledge skills, and attitudes relevant to policy formulation and administration

UNIT- I STRATEGY IMPLEMENTATION PROCESS:

Interdependence of formulation and implementation of Corporate Strategy, Forward Linkage and Backward Linkage, Strategy Implementation Process,, Selection of an implementation approach.

UNIT-II ANALYSING ORGANISATION STRUCTURE:

Organization Structure, Approaches to Organization Structure, Matching Structure to Strategy, Resources Allocation.

UNIT-III ANALYSING STRATEGIC CHANGE:

Need for Change, Types of Change, Change Agents, Strategic Change, Levels of Strategic Change, Resistance to Change, Corporate Culture and Climate, Organization Development Interventions.

UNIT-IV LEADERSHIP AND FUNCTIONAL IMPLEMENTATION:

Leadership Implementation, Sources of Organizational Power and Politics, Functional Implementation - Production Policies, Marketing Policies, Financial Policies, Human Resources Policies and Research & Development Policies.

UNIT-V STRATEGIC EVALUATION AND CONTROL:

Organizational Control and Strategic Control, Process of Strategic Control, Strategic Control and Environmental Factors, Information for Strategic Control, Implementing Strategic Control.

Note:- Every students have to make an oral and written presentation on the organization in which he/she undergoes two months “On –the-Job Training’ for Internal Assessment in the subject.

Recommended Texts: -

- Hamel E. Prahalad C.K. (1994), Competing for the future, Harvard Business School Press: Boston, MA.
- H. Igor Ansoff (1975), Corporate Strategy, Tata McGraw Hill,
- Simul C. Carto & J. Paul Peter (1990), Strategic Management- A Focus on Process, McGraw Hill International Edition.
- C. Appa Rao, B. Parvathiswara Rao and K. Srivaramakrishna (2008), Strategic Management and Business Policy, Excel Books, Delhi.
- George Luffman, Edward Lea, Stuart Sanderson and Brian Kenny (1996), Strategic Management, Black Well, USA.
- Thomas L. Wheetan, J. David Hunger and Krish Rangarajan, (2006), Strategic Management & Business Policy, Pearson Education, Delhi.
- Ahzar Kazmi (2002), Business Policy and Strategic Management, Tata McGraw Hill, New Delhi.
- Lawrence R. Jauch, Gupta Rajeev, William F. Glueck, (2010) Business Policy & Strategic Management, Frank Bros. & Co., Delhi.

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FM-02 SECURITY ANALYSIS & INVESTMENT MANAGEMENT

Unit-I-

Stock Market: Nature and functions, Organization of stock exchanges, statutory, regulations of stock of exchange listing requirements and importance of listing.

Unit-II

New Issues Market, Securities & Exchange Board of India (SEBI), under writing of securities.

Unit-III

Evaluation of Securities bonds and debentures, preference shares and equity shares. Fundamental Analysis, Economic Analysis Industry Analysis, Company Analysis, Forecasting Mechanism.

Unit-IV

Technical Analysis, the Theory Types of Trends Chart patterns, their interpretations.

Unit-V

Portfolio Management, Goals and objectives, Establishing income portfolio strategies in Portfolio Management.

References:

1. IFMR Investment Management
2. Publication of RBI and Stock Exchange Directories.
3. Investment, Frederic Amling.
4. Investment Management, V. K. Bhalla.
5. Fisher & Jordan.

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FM – 10: PROJECTS PLANNING, ANALYSIS AND MANAGEMENT.

Objective: -

The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management in the review of the projects undertaken.

Course Contents: -

Unit 1. Generation and Screening of Project Idea; Capital Expenditure; Importance AND difficulties;

Unit 2. Market Demand and Situational Analysis; Technical Analysis; Financial Analysis;

Unit 3. Analysis of Project Risk; Firm Risk an Market Risk; Social Cost Benefit

Unit 4. Analysis; Multiple Projects and Constraints; Network Techniques for Project Management; Project Review and Administrative Aspects;

Unit 5. Project Financing in India; Problem of Time and Cost Overrun in Public Sector Enterprises in India Assessment of the Tax Burden; Environmental Appraisal of Projects.

Suggested Readings: -

1. Ahuja, G.K. & Gupta, Ravi. Systematic Approach to Income Tax. Allahabad Bharat Law House, 1997.
2. Bhalla, V.K. Modern Working Capital Management. New Delhi. Anmol, 1997.
3. Bhalla, V.K. Financial Management and Policy. New Delhi, Anmol, 1997.
4. Chandra, Prasanna. Projects: Preparation, Appraisal, Budgeting and Implementation. 3rd ed., New Dehi, Tata McGraw Hill, 1987.
5. Dhankar, Raj S. Financial Management of Public Sector Undertakings. New Delhi, Westvill, 1995.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

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MM-02 ADVERTISING MANAGEMENT:

Objectives:

The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing and effective advertising Programme.

Course Contents:-

UNIT-I

Advertisings Role in the Marketing Process: Legal Ethical and Social Aspects of Advertising: Process of Communication-Wilbur Schramms Model, Two Step Flow Communication.

UNIT-II

Theory of Cognitive Dissonance and Clues for Advertising
Strategies: Simulation of Primary and Selective Demand ó Objective Setting and Market Positioning.

UNIT-III

Danger Approach ó Determination of Target Audience; Building of Advertising Programme ó Message, Headlines, Copy, Logo illustration, Appeal, Layout; Campaign Planning; Media Planning.

UNIT-IV

Budgeting Evaluation ó Rationale of Testing Opinion and Aptitude Tests, Recognition, Recalling Experimental Designs: Advertising Organisation- Selection, Compensation and Appraisal of an Agency.

UNIT-V

Electronic Media, Buying Advertising campaign ó Advertising V/S Consumer Behaviour: sales Promotion ó Role of Creative Strategies: Advertising ó Retail, National Cooperative, Political, International Public Service Advertising.

Suggested Readings:-

1. Aaker, David A. etc. Advertising Management. 4th ed. New, Delhi, Prentice Hall of India, 1985.
2. Belech, George E and Beleh. Michael A. Introduction to Advertising and Promotion 3rd ed. Chicago, Irwin, 1995.
3. Borden, William. H. Advertising. New York, John Wiley, 1981.
4. Hard, Norman. The Practice of advertising Oxford, Butterworth Heinemann, 1995.
5. Kelppner, Otto. Advertising Procedure Englewood Clifts, New Prentice Hall Inc. 1986.
6. Ogilvy, David. Ogilvy on Advertising. London, Longan, 1983.
7. Sengupta, Subroto, Brand Positioning. Strategies for Competitive Advantages. New Delhi, Tata Mc Graw Hill, 1990.
8. Batra Meyer / Kotler.

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MM – 04: RURAL MARKETING

OBJECTIVE: -

The objective of the course is to expose the students to the rural market environment and the emerging challenges in the globalization of the economies.

UNIT ó I: -

Nature, characteristics and the potential of rural markets in India. Socio-cultural, economic & other environmental factors affecting rural marketing. Attitudes and behaviour of the rural consumers and farmers.

UNIT ó II: -

Marketing of consumer durables and non-durable goods and services in the rural markets with special reference to product planning, media planning, planning of distribution channels and organizing personal selling in rural markets in India. Marketing of agricultural inputs with special reference to fertilizers, seeds and tractors.

UNIT ó III: -

Organization and functions of agricultural marketing in India. Classification of agricultural products with particular reference to seasonality and perish ability. Marketing structure and performance. Processing facilities for different agricultural products.

UNIT ó IV: -

Role of warehousing. Determination of agricultural prices and marketing margins. Role of agricultural price commission. Role of central and state governments. Institutions and organizations in agricultural marketing.

UNIT ó V:-

Unique features of commodity markets in India. Problems of agricultural marketing. Nature, scope and role of co-operative marketing in India.

Suggested Readings: -

1. Morleg J.E. Agricultural Products and their marketing.
2. Kohles, Richerd L. : Marketing of Agricultural Products.
3. Boyle J.E. Marketing of Agricultural Produce.
4. Taylor H.C. : Agricultural Economics,
5. Kulkarni K.R. Agricultural Marketing in India.
6. MuKherjee, B.B. : Marketing of Agricultural Produce in India.
7. Gupta, A.P. öMarketing of Agricultural Products in Indiaö.

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HRM – 02. ADVANCED INDUSTRIAL PSYCHOLOGY

This course has been designed to provide certain deep insights into certain concepts of Industrial Psychology. At least one question from each part is to be attempted by the students in the examination.

- Unit ó I: - Introduction:-Industrial Psychology concept, Development of Industrial Psychology, Scope of Industrial Psychology Major Problems of Industrial Psychology. Psychological Tests:- Characteristics of Psychological Tests, Types of Tests, Importance and Limitation of Psychological Tests.
- Unit ó II:- Attitudes and Human Engineering:- Meaning: Components of attitudes, attitudes measurement and change, cognitive dissonance theory; measurement the A-B relationship. Human Engineering ó work study, time study, motion study, job enlargement; job enrichment. Total Quality Management. Total Quality People.
- Unit ó III:- Learning & Development:- Definition, theories; classical conditioning operant conditioning, conditions of learning development process.
- Unit ó IV:- Personality and Interpersonal Relationship:- Meaning, theories of personality. Interpersonal Relationships and group dynamics. Determinants of interpersonal relationships; management of interpersonal relationships, group dynamics formal, informal groups, groups decision-making; group think & group shift.
- Unit ó V:- Fatigue, Monotony, Boredom, Safety, Accidents, Organizational stress major causes, major effects and coping with stress, work and equipment design, working conditions.

READINGS: -

1. M.L. Blum and J.C. Naylor, Industrial Psychology, 1984, GBS Publishers, Delhi.
2. E.J. Mc Cormic and Ilgen; Industrial Psychology 1984 ó PHI New Delhi.
3. Drenth, Thierry, Williams and Wolf : Handbook of Work and Organizational Psychology, Vol.I & II 1984.
4. Robert C. Beck; Applying Psychology, understanding people; PHI, 1982.
- 5., Maier, Psychology in Industry, Oxford & IBH.
6. Edger Schein Organisational Psychology, PHI, New Delhi.

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HRM - 05. STRATEGIC HUMAN RESOURCE DEVELOPMENT.

OBJECTIVE OF THE COURSE:

The objective of this course is to make the students conversant with Human Resource function, the most critical success factor in most organization. The main purpose of the subject is to acquaint the students with the basic concepts and tools of Human Resource Development: Strategic Human Resource Development, HRD Matrix, Career Management, Competency Mapping, Human Resource Development climate and Strategic Human Resource Development.

Unit – I:- Strategic Human Resource Management: Meaning & significance, Role of Human Resource Management in Strategic Management, Strategy & Human Resource Planning, Strategic Responses of Organization to changing environment. International Strategic Human Resource Management; Peculiarities of Global Strategic Management & Process, MNCs Business Strategies & Human Resource Management Strategies.

Unit- II: - Human Resource Development: Meaning, Importance of HRD, Mechanism, Processes, Instruments & out-comes. Human Resource Development Strategies & Practices. The HRD Matrix,

Unit – III:- Career Planning, Changing careers, Career Stages, Career Path Development, Managing Career plateau, Strategic knowledge Management, Competencies and career Management.

Unit – IV:- Counseling, Mentoring, Coaching, Job Stress, Emotional Intelligence. HRD Culture & Climate: Concept, Human Resource Development and Organizational Climate, Determinant of HRD Climate

Unit – V:- Strategic Human Resource Development: Meaning & significance Human Resource Development and Business Strategy: Life cycle of Organization, Organizational performance, Strategic HRD System Practices and facilitators.

Recommended texts: -

- Arya P.P. & B. B. Tandon Human Resources Development
- David A. DeCenze & S.P. Robbins Personnel/ Human Resource Management.
- Randall S. Schular Personnel & Human Resource Management.
- Robert L. Mathis & J.H. Jackson Personnel & Human Resource Management.
- Leon C. Meggin Sen Personnel and Human Resource Management.
- Edwin B. Flippo : Personnel Management.
- Joseph Tiffen and Mc Cormic Earnest J. Industrial Psychology.
- Richard P. Cilheen Managing Personnel
- Kandula SR; Strategic HRD, PHI.