

## MASTER OF BUSINESS ADMINISTRATION (M.B.A.) 3<sup>rd</sup> SEMESTER

### COURSE NO. 301 STRATEGIC ANALYSIS

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| <b>MODULE - I</b> | <b>STRATEGY FRAMEWORK:</b><br>Introduction to strategy, Strategic Planning Process, Strategic decision making, Business definition, Goal setting, Policy formulation, Mission and Objectives. |
| <b>MODULE- II</b> | <b>ANALYSING RESOURCES, CAPABILITIES AND COMPETENCIES:</b><br>Strategy and Structure, Value chain analysis, Benchmarking, Balanced Score Card, Competitive Advantage and Core Competence.     |
| <b>MODULE-III</b> | <b>EXTERNAL ANALYSIS:</b><br>Environmental Analysis, Environmental Forecasting, Industry and Competitor Analysis.   |
| <b>MODULE-IV</b>  | <b>STRATEGIC ALTERNATIVE:</b><br>Grand Strategies, Diversification and Integration, Merger, Turnaround, Divestment, Liquidation and Combination Strategies.                                   |
| <b>MODULE-V</b>   | <b>STRATEGIC CHOICE:</b><br>Process, Corporate Portfolio Analysis, Product Market Matrix, Competitive Strategies, SWOT Analysis, TOWS Matrix.   |

#### 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.

## **302 – MANAGEMENT INFORMATION SYSTEM**

**Objective:** - This course is aimed at to acquaint the students with applications of Information Systems

in business world, development life cycle of MIS, its development tools and decision-making.

### **I. INTRODUCTION TO MIS: -**

Emergence of MIS; What is MIS, MIS Sub-Systems; Role of Computers in MIS; Computer and Management Functions; Computer-based system (e.g. Financial Accounting, Inventory Control Personnel and marketing).

### **II. MANAGEMENT AND DECISION MAKING: -**

Decision making; Types of Decisions; Decision-Making Process; Decision-making Techniques: O.R. and Management Decision-making; Transportation Models; Assignment Models; PERT/ CPM Network Analysis.

### **III. SYSTEM DEVELOPMENT: -**

System Definition, Characteristics and Elements of System, Role of System Analyst, Overview of System Development Life Cycle (SDLC), Structured Analysis; Data Flow Diagram (DFD), Data Dictionary, Structured English, Decision Table and Tree; Unstructured Analysis: Interview, Review of literature, On site Observation and questionnaires; Input/ Output forms design, Testing, Implementation and Maintenance, Implementation and Control of Projects.

### **IV. INTEGRATED COMPUTERS TO INFORMATION SYSTEM: -**

Database Management System (DBMS), types of DBMS, concepts of Entities, attributes and relations; Three levels of DBMS, Advantages and disadvantages of DBMS; Data Models (Hierarchical, Network and Relational); Relation of types in entities and attributes; Functional Dependencies; Normalization of Data (1<sup>st</sup> NF, 2<sup>nd</sup> NF and 3<sup>rd</sup> NF), Role of Data Base Administrator (DBA);

Introduction of packages used for development of MIS (only introductory level):

1. RDBMS Packages (back end tools): ORACLE and MS Access.
2. GUI packages (front end tools) : Developer-2000, Power Builder, and Visual Basic.

### **V. SOCIO-LEGAL ASPECTS OF COMPUTERIZATION: -**

Social dimension of Computerization; Computer Viruses; Computer Crimes; Legal Dimensions of Computerization.

## **Master of Business Administration (MBA)**

### **FM-01 INDIAN FINANCIAL SYSTEM**

**Objective:** The objective of this course is to provide in indepth insight to the students to the Structure. Organizations and working of the financial system in India.

#### **Section – I**

Structure of Financial system in India. Role of Financial System in Capital formulation and Economic Growth.

#### **Section – II**

**Regulatory bodies in the Financial System.**

**Reserve Bank of India:** - Organizations, Management and objectives of RBI, General Functions, Credit creation and Credit Control Functions. Monetary and Fiscal Policy.

**Securities and Exchange Board of India:** - Management of SEBI, Powers and Functions of SEBI. Regulation, Guidelines and Schemes issued by SEBI. Regulation of Security market.

**Insurance Regulatory and Development Authority:** - Mission statement of IRDA. Duties, Powers and Functions of IRDA. Operations of IRDA>

#### **Section – III**

**Financial Markets.**

**Money Market:** - Structure of Indian Money market, Functions of Money Market, Instruments of Money Market.

**Capital Market:** - Structure of Indian Capital market, Functions of Capital market, Types of Capital market, Reforms in Capital market.

**Foreign Exchange Market:** - Introduction, Evolution of Foreign Exchange Market in India. Structure of Foreign Exchange Market, Exchange Rate Management<sup>5</sup>, Foreign Exchange Management Act. 1999.

#### **Section – IV**

**Financial Services:** - Concept, natures and scope of Financial Services.

**Stock Exchange Operations:** - Players in the Stock market, Trading in Stock Exchanges, Regulation on Trading, E-Trading and DEMAT Services, Benefits of Scripless Trading and Statement.

**Mutual Funds:-** Introduction, Evaluation of Mutual Funds, Types of Mutual Funds, Advantages of Investing in Mutual Funds, Regulation and Supervision of Mutual Funds. Debt Securitization, Venture Capital and Credit Rating.

#### **Section – V**

**Financial Institutions**

**Commercial Banks:** - Meaning, Functions Management and Investment Policies of Commercial Banks, Recent trends in the Activities of Commercial Banks, Reforms in Banking Sector.

**Development Banks:** - Meaning, Concept and Role of Development banking in Industrial Financing in India.

**Insurance Organizations:** - Objectives and Role of Insurance Organizations, Investment Practices of Insurance Organizations, Reforms in Insurance Sector.

**Recommended Texts: -**

- Khan M Y, "Indian Financial System," Vikas 1985.
- Bhole M K , "Financial Markets and Institutions," Tata McGraw Hill 1981.
- Srivastava R, M, "Management of Indian Financial Institutions."
- Reserve Bank of India various Bulletins.

**Section I**

**Capital Budgeting** under risk and uncertainty, risk, Concept, Measures of Risk Standard Deviation: and Co-efficient of Variations Decision Tree.

**Section II**

**Working Capital Management.** Needs of Working Capital, Determinants of Working Capital, Approaches to Working Capital Management, Financing of Working Capital. Computation of Working Capital.

**Section III**

**Inventory Management:** Objectives of Inventory Management, Inventory Management Techniques. Fixation of Inventory levels. Receivables and Cash Management Models.

**Section IV**

**Merger/ Amalgamation** and Acquisitions and Takeovers. Takeover Code and Legal and Procedure able aspects of Merger Decisions.

**Section V**

Corporate Financial Models and Introduction. Corporate Valuation, Adjusted Book value Approach, Stocks and Debt Approach, Direct Comparison Approach And Discounted Cash Flow Approach.

**Recommended Texts**

- Prasanna Chandra "Financial Management Theories and Practice," Tata McGraw-Hill, New Delhi
- I M Pandey "Financial Management," Vikas Publication, New Delhi.
- James C. Van Home "Financial Management and Policy".
- Ezra Soloman and Pringle, "Introduction to Financial Management".
- John J. Hampton, "Financial Decision Making".
- Sheeba Kapil, "Financial Management", Pearson.
- M Y Khan, " Financial Management: Text and Problems," Tata McGraw-Hill, New Delhi.
- Ravi M. Kishore, "Financial Management," Taxmann's Publication Pvt. Ltd.

## **MM-01: MARKETING RESEARCH:**

### **OBJECTIVE:-**

The course I intended to help students planning to become marketing executives to develop their thinking about the nature of research in marketing to get acquainted with various research concepts, techniques and procedures, and to develop their ability to conduct, evaluate, use and present research findings.

### **COURSE CONTENTS**

#### **UNIT-I**

Marketing Research ó Meaning and Importance Stages in the Marketing Research Process. Scope of Marketing Research Function. Problem Formulation. Choice ó Criterion Models.

#### **UNIT-II**

Research Design ó Meaning and Importance. Causality: The Dasis of Classification of various Types of Research Designs. Exploratory, Descriptive. Quasi ó Experimental and Experimental Research Designs.

#### **UNIT-III**

Data Collection. Types and Sources of Secondary Data. Basic Methods of Collecting Data. Different Methods of Communication. Tabulation. Analysis and Interpretation of Data. Questionnaire Planning and Execution

#### **UNIT-IV**

Sampling and Sampling Designs: Basic Concepts. Steps in the Sampling Process. Probability Sampling Methods, Non-Probability Sampling Methods.

#### **UNIT-V**

Application of marketing Research. Market Segmentation. Product Research. Price Research. Distribution Research, Advertising Research, Sales Promotion Research. The Marketing Research Report.

### **Suggested Reading:-**

1. Boyd, Westfall and Stasch: Marketing Reserch
2. Green. Tull and Albaum Research for Marketing Decisions.
3. Duck and Rubin Marketing Research.

## **Master of Business Administration (MBA)**

### **MM-03: STRATEGIC MARKETING**

Objective:-

The basic objective of this course is to develop skills for analyzing market competition and design appropriate competitive strategies for higher market share.

#### **UNIT-I**

Market Situation Analysis: Analysis of Competitors and Estimating their Reaction Pattern and Competitive Position.

#### **UNIT-II**

Market Leader Strategies ó Expanding the Total Market, Protecting Market Share, Expanding Market Share: Market Challenger Strategies ó Choosing and Attack Strategy.

#### **UNIT-III**

Market Follower Strategies; Market Nicher Strategies.

#### **UNIT-IV**

Competitive Market Strategy for Emerging Industries, Declining Industries and fragmented Industries. Balancing Customer and Competitor Orientations.

#### **UNIT-V**

Industry Segmentation and Competitive Advantage; Product Differentiation and Brand Positioning, Competitive Pricing, Competitive Advertising, Role of Sales Promotion in Competitive Marketing.

Suggested Readings:-

1. Cravens, D.W. Strategic Marketing Homewood Illinois, Richard D./Irwin, 1987.
2. Kayank E. and Savitt R. Comparative Marketing Systems, New York, Praegar, 1984.
3. Kolter, Phillip. Marketing Management: Analysis, Planning, Implementation.
4. Porter, M. E. Competitive Advantage: Creating Sustaining Superior Performance New York, Free Press, 1985.
5. Porter, M. E. Competitive Strategy: Techniques for Analyzing Industries Competitors, New York, Free Press, 1985.

## **HRM-01 INDUSTRIAL RELATIONS.**

### **Unit – I:- INDUSTRIAL RELATIONS:-**

Meaning and significance of Industrial Relations, Introduction, the concept of Industrial Relations, Factors determining the Industrial Relations, Essentials of I.R., Significance of I.R. IRs and Growth of Industrial Relations, I.R. and Human Relations approaches to Human Relations.

### **Unit – II:- TRADE UNIONISM:-**

Definition of Trade Union, Labour Movement and the Trade Unions, needs for Trade Unions, Rise and Growth of Trade Unionism. Objective of Trade and Economic Development, Trade Unions and Wages, Essentials of Strong and Successful Trade Unions. Trade Union Movement in India and other countries USA., Germany, England and Russia.

Principal defects in Trade Union Movement in India measure to strengthening the Trade Unionism in India.

### **Unit – III:-INDUSTRIAL DISPUTES, PREVENTION AND SETTLEMENT OF I.D. IN DELHI:-**

Meaning of Industrial Disputes, Causes of Industrial Disputes, Impact of Industrial Disputes on Production and Economic development of the country. Forms of Industrial Disputes, Strikes, Gherao, Lockouts and other forms. Methods for the prevention of Industrial Disputes. Labour Co-partnership, Objects, important methods for the settlement of Industrial Disputes- Investigation, Voluntary arrangements for conciliation and arbitration, compulsory conciliation and arbitration. Prevention and settlement of Industrial disputes, Legislative and other measures I.D. in India after independence. Existing methods of settlements and Prevention of I.D. in India, Conclusion.

### **Unit – IV:- COLLECTIVE BARGAINING:-**

Introduction:- Functions of Collective bargaining, conditions for the success of collective bargaining, growth of collective bargaining management. Approaches to collective bargaining, collective agreement in India. Trade Unions approach to collective bargaining.

### **Unit – V:- WORKER PARTICIPATION IN MANAGEMENT IN INDIA:-**

Objective of Workers participation, methods of workers participation, Essentials of workers participation in management. Functions of Joint Management Council, Progress and working of JMC in India. Future prospectus of J.M.C. Forms of participative management. Concept of Labour Welfare, Labour Welfare in India, I.L.O. and India

#### **BOOKS RECOMMENDED**

1. Mathus A.S. Labour Policy and Industrial Relations in India.
2. Dr.Bhagaliwal T.N Economics of Labour and Social Welfare.
3. Butler A.D. Labour Economics and Institutions.
4. Mehrotra S.N. Labour Problems in India.
5. Punckar S.A. Industrial Peace in India.
6. Singh V.B. Industrial Labour in India.
7. Lester I.A. Economics of Labour.
8. Mecheal V.P. Industrial Relations and Workers Involvement in Management in India.



## **HRM-06: LABOUR LEGISLATION: An Over View**

### **OBJECTIVE OF THE COURSE:**

The objective of this course is to make the students familiar with main provisions of Labour Laws so that the students can understand the pattern of industrial relations and the practice of these Labour Legislations in ensuring the industrial peace.

**Unit-I:** - The Factories Act, 1948, The Employees Provident Funds and Misc. Provision Act, 1952.

**Unit-II:** - The Workmen Compensation Act, 1923, The Minimum Wages Act, 1948. The workmen compensation Act, 1923. The Payment of Wages Act, 1936.

**Unit-III:** - The Industrial Disputes Act, 1947, Misconduct/Dismissal/discharge and Domestic Enquiry.

**Unit-IV:** - The Contract Labour (Regulation & Abolition) Act, 1970, The Equal Remuneration Act, 1976, The Maternity Benefit Act, 1961.

**Unit-V:** - The Employees State Insurance Act, 1948, The Trade Union Act, 1926, The Payment of Gratuity Act, 1972.

### **Recommended texts: -**

1. Mishra S.N. - Labour and Industrial Laws.
2. Kapoor N.D. - Elements of Industrial Laws.