

MBA Semester III

(301) BUSINESS POLICY & STRATEGIC MANAGEMENT

1. **Strategy and the Quest for Competitive Advantage:** Military origins of Strategy – Evolution - Concept and Characteristics of strategic management – Defining strategy – Mintzerbg’s 5Ps of strategy – Corporate, Business and Functional Levels of strategy - Strategic Management Process. (4)
2. **Strategic Intent & Strategy Formulation:** Vision, mission and purpose – Business definition, objectives and goals – Stakeholders in business and their roles in strategic management - Corporate Social Responsibility, Ethical and Social Considerations in Strategy Development. (4)
3. **Strategic analysis:** Analyzing Company’s Resources and Competitive Position - 30
Organizational Capability Profile – Strategic Advantage Profile – Core Competence - Distinctive competitiveness. (4)
4. **Analyzing Company’s External Environment:** Environmental appraisal – Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) – Industry Analysis - Porter’s Five Forces Model of competition. (4)
5. **Corporate Portfolio Analysis:** Business Portfolio Analysis - Synergy and Dysergy - BCG Matrix – GE 9 Cell Model - Concept of Stretch, Leverage and fit (3)
6. **Generic Competitive Strategies:** Low cost, Differentiation, Focus. (3)
7. **Grand Strategies:** Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies. (8)
8. **Tailoring strategy to fit specific industry** – Life Cycle Analysis - Emerging, Growing, Mature & Declining Industries. (4)
9. **New Business Models and strategies for Internet Economy:** Shaping characteristics of E-Commerce environment – E-Commerce Business Model and Strategies – Internet Strategies for Traditional Business – Key success factors in E-Commerce – Virtual Value Chain. (6)
10. **Strategy implementation** - Project implementation – Procedural implementation – Resource Allocation – Organization Structure – Matching structure and strategy. (3)
11. **Behavioural issues in implementation** – Corporate culture – Mc Kinsey’s 7s Framework - Concepts of Learning Organization (3)
12. **Functional issues** – Functional plans and policies – Financial, Marketing, Operations, Personnel, IT. (2)
13. **Strategy Evaluation** – Operations Control and Strategic Control - Symptoms of malfunctioning of strategy — Balanced Scorecard. (2)
14. **Cases in strategic management:** A minimum of 5 cases encompassing the above topics to be analyzed and discussed in the class. (10)

Books Recommended:-

1. A A Thompson Jr., A J Strickland III, J E Gamble, *Crafting & Executing Strategy – The Quest for Competitive Advantage*, Tata McGraw Hill, 4th ed., 2005.
2. Ranjan Das, *Crafting the Strategy: Concepts and Cases in Strategic Management*, Tata McGraw Hill, 2004.
3. Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel (1998). *Strategy Safari*. 31 Free Press, New York.
4. Gary, Hamel and Prahalad, C. K. (1999). *Competing for the Future*. HBS Press.
5. Ed. C.A. Montgomery, M.E. Porter, *Strategy – Seeking and Securing Competitive Advantage*, Harvard Business Review Publications, 1991.
6. Peter F. Drucker, *Managing in a Time of Great Change*, Truman Talley Books / Plume Penguin Group, 1998.

(302) MANAGEMENT CONTROL SYSTEMS

1. **Characteristics of Management Control System** – Evolution of control systems in an organization — Strategic Planning, Management Control and Operational Control - Cybernetic Paradigm of Grissinger (3)
2. **Understanding strategies** – Concept of strategy – Business Unit level and corporate strategy - Gaining competitive advantage (3)
3. **Goals** - Hierarchy of Goals – Goal congruence – factors that affect goal congruence – formal and informal systems – Types of organization structure in the perspective of Global scenario. - Functions of the Controller. (3)
4. **Responsibility Centers** – Types of Responsibility Centers – Expense Centers, Profit Centers and Investment Centers – measures used to evaluate their performances – such as ROI, ROA, MVA, EVA – DuPont analysis (13)
5. **Budgetary Control as a control tool** – Revision of budgets – ZBB – Budgetary control approach with respect to Engineered and Discretionary costs – Committed costs (6)
6. **Capital Budgeting as a tool for management performance measurement** (6)
7. **Transfer Pricing** – Objectives and need of Transfer pricing –Methods of Transfer pricing - Cost Based, Market price based, Two steps, Dual price, Profit sharing- Administration and Related numerical problems (8)
8. **Performance Evaluation through Balanced Scorecard** – Four perspectives. (6)
9. **Management Control Systems in Service Sector** vis-à-vis in Manufacturing Sector – Banking, Insurance, BPO. (6)
10. **Introduction to Audit Function** as a control tool covering Financial Audit, Internal Audit, Cost Audit - Management Audit – Principles and Objectives (6)

Books Recommended:-

1. Management Control Systems, 10th Ed. – Anthony and Govindrajan
2. Practical Auditing – B.N.Tandon
3. Cost Accounting – B.K.Bhar
4. Management Accounting – Khan & Jain
5. Financial Management – Prasanna Chandra
6. Guidance note on Transfer Pricing – ICAI Publication

(303E)- LABOUR LAWS-I**1 The Factories Act, 1948**

Approval, Licensing and Registration- Inspecting Staff – Health – Welfare
Working Hours - Annual Leave with wages - Periodical Returns-
Registers and Records. (15)

2 The Bombay Shops and Establishments Act, 1948

Registration of Establishments –Shops and Commercial Establishments – Residential
Hotels, Restaurants and Eating Houses –Theatres or other places of Public
Amusement or Entertainment – Leave with pay and payment of wages –Health and
Safety – Maintenance of Registers, Records and Annual Report (8)

3 The Contract Labour (Regulation and Abolition) Act, 1970

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Advisory Boards – Registration of Establishments – Licensing of
Contractors – Welfare and Health of Contract Labour – Registers and
other Records to be maintained. (8)

4 The Minimum Wages Act, 1948

Fixing of Minimum Rates of Wages –Minimum Rates of Wages –
Procedure for Fixing and Revising Minimum Wages – Advisory Boards
and Committees – Wages in Kind –Wages for worker who works for less
than normal working day – Wages for two or more classes of work –
Minimum time rate wages for piece rate work – Maintenance of Registers
and Records (8)

5 The Payment of Wages Act, 1936

Fixation of Wage Periods – Time of Payment of Wages – Deductions
which may be made from wages –Maintenance of Registers and
Records. (8)

6 The Payment of Bonus Act, 1965

Computation of Gross Profit and Available Surplus – Eligibility and
Disqualification for Bonus – Payment of Minimum and Maximum Bonus –
Calculation of Bonus with respect to certain employees – Proportionate
deduction in bonus in certain cases – Computation of number of working
days – Set on and Set off of allocable surplus – Special provisions with
respect to certain establishments – Deduction of certain amounts from
bonus payable – Time limit for payment of bonus – Presumption
about accuracy of balance sheet and profit and loss account – Maintenance
of Registers and Records. (8)

7 The Payment of Gratuity Act, 1972

Entire Act (5)

Books Recommended:-

1. Bare Acts
 2. Industrial Law – P L Malik
 3. Industrial Law – J K Bareja
 4. Labour Laws for managers – B D Singh
 5. Industrial & Labour Laws – S P Jain
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(304E) INDUSTRIAL RELATIONS

1 Industrial Relation :-Origin, Definition, Scope, Determinant, Socio-Economic, Technical, Political factors affecting IR in changing Environment, Approaches to the study of IR –Psychological, Human Relation, Socio,Gandhinian approach &It's Effect on Management (10)

2 Trade Union: - Function of Trade Union, Types & structure of Trade Union, Impact of globalization on Trade union movement. (10)

3 Industrial Dispute-Meaning, Causes (5).

4 Industrial Relation Machinery to solve Industrial Dispute: - Negotiation, Mediator. 67

Arbitration- Work Committees, Conciliation, Board of Conciliation, Court of enquiry, Labour Court, Industrial Tribunal, National Tribunal, Role of Judiciary & its impact on industrial relation. (8)

5 Collective Bargaining-Meaning, Characteristics, Need, Importance, Essential Conditions for Success of Collective Bargaining, Process of Collective Bargaining, Causes for Failure of Collective Bargaining, Options in Case of Collective Bargaining. (8)

6 Workers Participation in Management-Concept, Pre-Requisites, Levels Of Participation, Benefits of Participation. (5)

7 Impact of Globalization &Information Technology on IR. (4)

8 Role of Human Resource Development in Developing Industrial Relation- Industrial Relation Democracy, Industrial peace (5)

9 Salient features of Industrial Employment (Standing order) Act1946. (5)

Books Recommended:-

1. Dynamic Personnel Administration - Prof. M.N.Rudrabasavraj.

2. Personnel Management and Industrial Relations –P.C.Shejwalkar andS.B.Malegaonkar
3. Labour Management Relations in India – K.M.Subramanian
4. Trade Unionism. Myth and Reality, New Delhi, Oxford University Press, 1982.
Mamkoottam
5. Management of Industrial Relations – Pramod Verma
6. The Future of Industrial Relations. New Delhi Sage, 1994. Niland JR.
7. Collective Bargaining and Industrial. -Kochan, T.A. & Katz Henry. 2nd ed.Homewood, Illinois, Richard D Irish, 1988.
8. Industrial Relations – Arun Monappa
- 9 Human Developments –Diane E.Papalia, Sally Wendkos Olds.
- 10 Industrial & Labour Law- S.P. JainDhanpat rai & Co.
11. Elements Of Mercantile Law- N.D.Kapoor

(305 E)- PERSONNEL ADMINISTRATION - APPLICATION & PROCEDURE

1. **Personnel Administration** – Definition, Nature, Objectives, Principles. (9)
2. **Personnel Policy** – Definition, Scope, Process, Objectives, Contents of Personnel file & Personnel audit, Personnel Department Structure, proper Environment around factory. (9)
3. **General Communication** – Drafting of appointment orders, Interview Letters, Promotion, Transfer & Appreciation Letters, Notices & Circulars (All Types) (10)
4. **Wage & Salary Administration** – General consideration in wage & Salary administration – Objectives & principles, Time keeping, Attendance, 68
Statutory Returns – TDS, Professional Tax, Form 16 (A) PF & ESI Returns. (10)
5. **Disciplinary Action Communication** – Suspension Orders, show cause, Notices, memo, charge sheet, warning, letter of termination & dismissal. (10)
6. **Calculations** – Calculation for superannuation, gratuity & bonus (10)
7. Challenges of modern personnel manager. (2)

Books Recommended:-

1. Guide on Labour Management forms and precedents (Law, Practice & Procedure) by S.D. Puri (Snow white publications)
2. Personnel Management by Edwin Flippo
3. Personnel Management by C.B. Mamoria
4. Dynamics of personnel Administration by Rudrabaswaraj.

(306E)- TRAINING & DEVELOPMENT

1. Introduction To Training Concept: Definition, Meaning, Need For Training, Importance Of Training, Objectives Of Training, Concepts Of Education, Training And Development, Overview Of Training Functions, Types Of Training (6)

2. Process Of Training: Steps In Training, Identification Of Job Competencies, Criteria For Identifying Training Needs (Person Analysis, Task Analysis, Organization Analysis), Assessment Of Training Needs, Methods And Process Of Needs Assessment. (6)

3. Designing And Implementing A Training Program: Trainer Identification, Methods And Techniques Of Training, Designing A Training Module (Cross Cultural, Leadership, Training The Trainer, Change), Management Development Program, Budgeting Of Training. (6)

4. Evaluation Of Training Program: Kirkpatrick Model Of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI Of Training. (6)

5. Learning: Principles Of Learning, Theories Of Learning, Reinforcement Theory, Social Learning Theory, Andragogy, Resistance To Training. (4)

6. Technology In Training: CBT, Multimedia Training, E-Learning/Online Learning, Distance Learning. (2)

Books Recommended:-

1. Employee Training And Development - Raymond Noe
2. Every Trainers Handbook- Devendra Agochia
3. 360 Degree Feedback, Competency Mapping And Assessment Centre- Radha Sharma
4. Training And Development- S.K. Bhatia
5. HRM-Biswajeet Pattanayak

(307E)- MBA – ORGANIZATIONAL DEVELOPMENT

1. Definition, Values and Assumptions, Importance, Evolution: Kurt Lewin, Robert Tanenbaum, McGregor, Herbert Shepard, Robert Blake. (6)
2. Foundations Of OD: Action Research, Survey Feedback, Systems Theory, Teams And Teamwork, Participation And Empowerment, Applied Behavioural Science, Parallel Learning Structures. (6)
3. Process Of OD –Model Of Change, Six Box Model. (6)
4. OD Intervention: Meaning, Importance, Team Intervention: Role Analysis, 70
Interdependency, Appreciation and Concern Inter group: Walton, Principled Negotiation
Structural: Sts, Work Redesign, Self-Managed Teams.
Individual: T-Group, Behaviour Modeling (6)
5. Client And Consultant Relationship (3)
6. Caselets: Action Research Intervention Exercises (3)

Books Recommended:-

- 1) Organisational Development By S Ramnarayan, T V Rao.
- 2) Organisational Development And Change By Cummings And Worley (7th Edition)
- 3) Organisational Development By French And Bell (6th Edition)

