



ज्ञानमेवा धर्मो धरती

Yashwantrao Chavan Maharashtra Open University, Nashik – 422 222

**MBA: FIRST YEAR (SEMESTER I)**

**MBA 101**

**ACCOUNTING & FINANCE FOR MANAGERS**

- Unit 1** Introduction to Financial Accounting
- Unit 2** Accounting Principles
- Unit 3** Presentation of Financial Statements: Balance Sheet
- Unit 4** The Income Statements
- Unit 5** Mechanics of Accounting
- Unit 6** Fixed Assets and Depreciation Accounting
- Unit 7** Company Accounts: Accounting for Shares and Debentures
- Unit 8** Company Accounts: Financial Statements
- Unit 9** Cash Flow Statement
- Unit 10** Financial Statement Analysis
- Unit 11** Cost Accounting: Concepts and Methods
- Unit 12** Marginal Costing and CVP analysis
- Unit 13** Standard Costing and Variance Analysis
- Unit 14** Budgetary Control
- Unit 15** Introduction to Financial Management
- Unit 16** Financial Markets and Sources of Finance
- Unit 17** Cost of Capital and Capital Structure
- Unit 18** Leverage Analysis
- Unit 19** Capital Budgeting
- Unit 20** Working Capital Management

**Unit 1: Introduction to Financial Accounting**

Introduction to Accounting, Meaning, Evolution of Accounting, Importance of Accounting, Users of financial statements, Financial, Cost and Management Accounting, Finance Function and Accounting, Accounting and Other Disciplines, Accounting as a Career and Profession, Place of Accounting Officers in the Organization, Auditing and Internal Control, Forms of Organizations and Effect on Accounting.

**Unit 4: Labour Laws**

Factories Act, 1948, Minimum Wages Act 1948, Industrial Employment (Standing orders) Act 1946, Payment of Wages Act 1936, Industrial Disputes Act 1947, Payment of Bonus Act 1965, Maternity Benefit Act 1961, The Trade Unions Act, 1926

**Unit 5: Government Influence On Income, Planning, Prices And Production**

Government Influence on Income, Planning, Prices and Production, Price Policy and Effect, Parameters and Factors Associated with Pricing Policy, Pricing Policy Relationship with International Prices

**Unit 6: Taxation And Business**

Taxation and Business

**Unit 7: Financial System**

Financial system, Financial Institutions, Ministry of Finance Life Insurance Corporation of India, Unit Trust of India, General Insurance Corporation of India, Export Import Bank of India, Tourism Finance Corporation of India, NABARD, National Housing Bank, Reserve Bank of India, Commercial Banks, Co-operative Bank, Non-Banking Financial Companies, Securities and Exchange Board of India, Insurance Regulatory and Development Authority, Financial Instruments, Industrial finance and industrial financial institutions, The Financial Markets

**Unit 8: Societal Environment and the Social Responsibility of Business**

Societal Environment and the Social Responsibility of Business, Corporate Social Responsibility, National voluntary guidelines on social, environmental and economics responsibilities of business, Mandate and process, Applicability Content and structure Consumerism, Components of consumerism, Consumer protection act, 1986

**Unit 9: Globalization**

Globalization, WTO, GATT, FDI and FII, Types of Instruments, Issue of Shares by Indian Companies under FCCB / ADR / GDR, FDI in an Indian Company, MNCs, Foreign Exchange Management Act, 1999 (FEMA), Objectives and Extent

**Unit 10: National Income, Business Cycle, Human Development, Poverty**

National Income, Concepts of National Income, Methods of calculating National Income, Importance of National Income Analysis, Business Cycle, Cycle with Trend, Four Phase of Business Cycle, Causes of Business Cycles, Human Development, HDI Dimensions and Indicators, Pillars of Human development, Human Development Index, Poverty, Absolute Poverty, Relative Poverty, Magnitude of Poverty in India, Causes of Poverty in India, Reduction in Poverty

**Unit 11: Rural Developments, Agriculture and Business, Infrastructure and Business, Problem of Growth**

Rural Development, Importance of Rural development, Problems of rural development Greening rural development, Agriculture and Business, Role of Agriculture in Economic Development, Agriculture Productivity, The Agro Based Industry, Infrastructure and Business, Characteristics of Infrastructure, Core Infrastructure Industries, Human Development Index, Problem in Growth, The Promoters have study these factor carefully

**Unit 12: Forms of Business Organisation, Emerging Trends of Business, Environmental Pollution**

Forms of Business Organisation, Sole Proprietorship Partnership, Joint Hindu Family, Cooperative Society, Emerging Trends in Business, Franchising, Network Marketing, Business Processing Outsourcing, E-Commerce M-Commerce Environmental Pollution, Air Pollution, Noise Pollution, Water Pollution

**MBA 102**

**Business Environment**

**Unit 1** Business Environment

**Unit 2** Plan Formulation and Implementation

**Unit 3** Industrial Policy Resolutions, 1956

**Unit 4** Labour Laws

**Unit 5** Government Influence on Income, Planning, Prices and Production

**Unit 6** Taxation and Business

**Unit 7** Financial System

**Unit 8** Societal Environment and the Social Responsibility of Business

**Unit 9** Globalization

**Unit 10** National Income, Business Cycle, Human Development, Poverty

**Unit 11** Rural Developments, Agriculture and Business, Infrastructure and Business, Problem of growth

**Unit 12** Forms of Business Organisation, Emerging Trends of Business, Environmental Pollution

**Unit 1: Business Environment**

Business Environment Factors and their Implications Social Factors Economic Factors Cultural Environment, Technological Factors Political Factors, Legal Factors, Ecological Factors Government Policies, Labour and Legal Factors, Market Conditions, Locational and other related Factors, Macroeconomic Concepts, Output and Income, Unemployment, Inflation and Deflation,

**Unit 2: Plan Formulation And Implementation**

Planning and the Need for Planning, Planning in Independent India, Planning Commission Social Factors Objectives of Economic Policy Economic Growth, Reduction of Economic Inequalities,, Employment for All, Economic Self Reliance, Modernization, Addressing of Imbalance in the Country, Implementation (Financial Administration) Monetary and Fiscal Policies Monetary Policy Instruments of Monetary Policy Fiscal Policy Properties of Budget Five Year Plans, First Five Year Plan (1951-56), Second Five Year Plan (1956-61), Third Five Year Plan (1961-66), Fourth Five Year Plan (1969-74), Fifth Five Year Plan (1974-79), Sixth Five

Year Plan (1980-85), Seventh Five Year Plan (1985-90), Eighth Five Year Plan (1992-97), Ninth Five Year Plan (1997-2002), Tenth Five Year Plan (2002-2007), Eleventh Five Year Plan (2007-2012), Twelfth Five Year Plan (2012-2017)

**Unit 3: Industrial Policy Resolutions, 1956**

Industrial Policy Resolutions, 1956, The Industries (Development and Regulation) Act, 1951 (IDRA), Public Private Partnership, Umbrella definition of PPPs in India, Essential Conditions in the Definition, Other Good Practices, Exclusionary List The PPP Process and Examples Project Preparation Procurement, Development, Operations Privatization and Disinvestment Msme, Sick Industrial Companies Act, 1985, Company Law Mrtp Act, Competition Act, 2002

**Unit 4: Labour Laws**

Factories Act, 1948, Minimum Wages Act 1948, Industrial Employment (Standing orders) Act 1946, Payment of Wages Act 1936, Industrial Disputes Act 1947 Payment of Bonus Act 1965, Maternity Benefit Act 1961, The Trade Unions Act, 1926,

**Unit 5: Government Influence On Income, Planning, Prices And Production,**

Government Influence on Income, Planning, Prices and Production, Price Policy and Effect, Parameters and Factors Associated with Pricing Policy, Pricing Policy Relationship with International Prices

**Unit 6: Taxation And Business**

Taxation and Business

**Unit 7: Financial System**

Financial system, Financial Institution s Ministry of Finance Life Insurance Corporation of India Unit Trust of India, General Insurance Corporation of India, Export Import Bank of India, Tourism Finance Corporation of India **NABARD**, National Housing Bank, Reserve Bank of India Commercial Banks, Co-operative Bank, Non-Banking Financial Companies,

Securities and Exchange Board of India, Insurance Regulatory and Development Authority, Financial Instruments, Industrial finance and industrial financial institutions, The Financial Markets

**Unit 8: Societal Environment And The Social Responsibility Of Business,** Societal Environment and the Social Responsibility of Business, Corporate Social Responsibility, National voluntary guidelines on social, environmental and economics responsibilities of business, Mandate and process Applicability Content and structure Consumerism Components of consumerism, Consumer protection act, 1986

**Unit 9: Globalization**

Globalization, WTO GATTFDI and FII, Types of Instruments, Issue of Shares by Indian Companies under FCCB/ADR/GDRFDI in an Indian Company, MNCs, Foreign Exchange Management Act, 1999 (FEMA), Objectives and Extent

**Unit 10: National Income, Business Cycle, Human Development, Poverty, National Income, Concepts** of National Income, Methods of calculating National Income, Importance of National Income Analysis Business Cycle, Cycle with Trend, Four Phase of Business Cycle, Causes of Business Cycles,

Human Development, HDI Dimensions and Indicators, Pillars of Human development, Human Development Index Poverty, Absolute Poverty, Relative Poverty Magnitude of Poverty in India, Causes of Poverty in India, Reduction in Poverty,

**Unit 11: Rural Developments, Agriculture And Business, Infrastructure And Business, Problem Of Growth**

Rural Development, Importance of Rural development Problems of rural development Greening rural development Agriculture and Business, Role of Agriculture in Economic Development, Agriculture Productivity The Agro Based Industry Infrastructure and Business, Characteristics of Infrastructure Core Infrastructure Industries, Human Development Index, Problem in Growth, The Promoters have study these factor carefully

**Unit 12: Forms Of Business Organisation Emerging Trends Of Business, Environmental Pollution**

Forms of Business Organisation Sole Proprietorship Partnership, Joint Hindu Family, Cooperative Society, Emerging Trends in Business, Franchising, Network Marketing, Business Processing Outsourcing E-Commerce M-Commerce Environmental Pollution Air Pollution, Noise Pollution, Water Pollution

**MBA 103**

**Economics for Managers**

**Unit 1** Introduction to Managerial Economics

**Unit 2** Market Equilibrium

**Unit 3** Demand Theory

**Unit 4** Supply Analysis

**Unit 5** Economics of Production

**Unit 6** Cost Analysis

**Unit 7** Perfect Competition

**Unit 8** Monopoly

**Unit 9** Monopolistic Competition

**Unit 10** Oligopoly

**Unit 11** Pricing under Different Structures Pricing Practices

**Unit 12** New Theories of Firm

**Unit 13** Project Evaluation

**Unit 14** Risk and Uncertainty

**Unit 15** Technological Change

**Unit 16** Externalities and Environmental Issues

**Unit 17** Information Asymmetry and Game Theory Applications for Managers

**Unit 18** Measuring National Income and Concepts

**Unit 19** Consumption, Investment and Savings

**Unit 20** Monetary Policy

**Unit 21** Fiscal Policy

**Unit 22** Business Cycles

**Unit 1: Introduction To Managerial Economics**

Economics: An Introduction, Managerial Economics, Basic Concepts, Plan for the books

**Unit 2: Market Equilibrium**

Supply and Demand, Market Equilibrium, Market Mechanism and the Role of Government

**Unit 3: Demand Theory**

Analysis of Demand, Determinants of Demand, Changes in the Demand Curve, Elasticity of Demand

**Unit 4: Supply Analysis**

Price Elasticity of Supply, Changes in the Supply Curve

**Unit 5: Economics Of Production**

Basic Concepts, Production with One Variable, Production with Two Variables, Returns to Scale

**Unit 6: Cost Analysis**

Basic Concepts, Short-Run Costs, Production with the Cost-Minimizing Inputs, Long-Run Costs, Learning Curve

**Unit 7: Perfect Competition**

Meaning and Characteristics of Perfect Competition, Price and Output Determination under Perfect Competition

**Unit 8: Monopoly**

Meaning and Characteristics of Monopoly, Price and Output Determination under Monopoly, Perfect Competition and Monopoly, Monopoly Power, Social Cost of Monopoly Power and Competition Commission

**Unit 9: Monopolistic Competition**

Characteristics of Monopolistic Competition, Equilibrium under Monopolistic Competition

**Unit 10: Oligopoly**

Oligopoly and its Characteristics, Oligopoly Models

**Unit 11: Pricing Under Different Structures Pricing Practices**

Cost Oriented Pricing, Strategy Oriented Pricing, Customer oriented and Other Pricing Practices

**Unit 12: New Theories Of Firm**

Baumol's Theory of Sales Revenue Maximisation, Williamson's Model of Managerial Discretion, Marris's Model of the Managerial Enterprise, The Behavioural Model of the firm

**Unit 13: Project Evaluation**

Project Evaluation, Project Appraisal Techniques

**Unit 14: Risk And Uncertainty**

Risk and Uncertainty, Risk Preferences, Risk management

**Unit 15: Technological Change**

Defining Technology, Factors contributing to technological change

**Unit 16: Externalities And Environmental Issues**

Externalities and Inefficiencies, Externalities and Environmental issues

**Unit 17: Information Asymmetry And Game Theory Applications For Managers**

Information Asymmetry and its Implications, Game Theory, Basic Concepts

**Unit 18: Measuring National Income And Concepts**

National Income Accounting, Method to calculate GDP in India, Other national income accounting measures, Statement of National product and Related Aggregates of India, GDP growth in India

**Unit 19: Consumption, Investment And Savings**

Consumption and Saving, Determinants of Consumption: Investment: Shifts in the Investment Demand Curve, Saving and Investment pattern in India:

**Unit 20: Monetary Policy**

Monetary Policy, Instruments/Tools of Monetary Policy, Defining IS and LM curves, Explaining Monetary policy with IS and LM curves, Limitation of IS-LM model Monetarist school of thought, Keynesian v/s Monetarism (New classical economists), Changing Paradigm of Monetary policy

**Unit 21: Fiscal Policy**

Fiscal Policy, Demand-side fiscal policy, Fiscal policy and IS-LM Model, Crowding out effect: New Classical View of Fiscal Policy, Supply side Fiscal Policy, Combined effect of Monetary and Fiscal Policy

**Unit 22: Business Cycles**

Business Cycles, Theory of Business Cycle, Aggregate Demand and Business Cycles, Business cycle and Multiplier model, Effect of Fiscal Policy on Output, Limitations of Multiplier model, Real Business Cycles

**MBA 104****Management Process & Organisational Behaviour**

**Unit 1:** Introduction to Management and Organisational Behavior

**Unit 2:** Evolution of Management Thoughts

**Unit 3:** Planning

**Unit 4:** Coordinating and Organising

**Unit 5:** Departmentation and Structural Formats

**Unit 6:** Directing and Controlling

**Unit 7:** Individual Behavior

**Unit 8:** Motivation

**Unit 9:** Groups and Decision Making

**Unit 10:** Leadership

**Unit 11:** Organisational Conflict

**Unit 12:** Organisational culture and Change Management

**Unit 1: Introduction to Management and Organisational Behavior**

Management Defined, Nature of Management, Importance of Management Managerial Roles, Interpersonal Roles, Informational Roles Decisional Roles Levels of Management Top Level Management, Middle Level Management, First Level Management Managerial Skills, Technical Skills Human Skills, Conceptual Skills Diagnostic Skills, Scope of Management Human Resource Management Financial Management, Production Management, Marketing Management Functions of Management, Organizational Behavior, Importance of Organizational Behavior, OB Model

## **Unit 2: Evolution of Management Thoughts**

Classical Approach, Scientific Approach (1900), Administrative Theory-Henry Fayol Bureaucracy - Max Weber Neoclassical Approach, Hawthorne Studies - Elton Mayo, Human Relations Approach, Behavioral Approach Quantitative Approach, System Approach Contingency Approach Modern Approach, Contribution of Peter Drucker

## **Unit 3: Planning**

Introduction Unit objectives Meaning of Planning Nature of Planning Importance of Planning, Essentials of a Sound Plan, Planning Premises Steps in Planning Limitation of Planning Types of Plan Standing Plan Single use plan Levels of Planning Strategic Planning Tactical Planning, Operational Planning Contingency Planning, Short Term and Long Term Planning Management of Objective (MBO) Concept of Management by Objectives Process of MBO, Importance of MBO, Limitation of MBO

## **Unit 4: Coordinating and Organizing**

Concept of Coordination, Difference between Coordination and Cooperation Need and Significance of Coordination, Principles of Coordination Approaches and Techniques for Achieving Effective Coordination Concept of Organizing Steps in Organizing Process Span of Control Determinants of Span of Control Grecians Theory of Span of Control Authority, Power, Difference between Authority and Power Delegation of Authority Principles of Delegation Problems in Delegation Centralization, Decentralization, Difference between Centralization and Decentralization, Factors responsible for Centralization and Decentralization

## **Unit 5: Departmentation And Structural Formats**

Steps in Designing Organization Structure, Factors Effecting Organizational Design, Features of a Good Organization Structure Departmentation, Basis of Departmentation Departmentation by Function Departmentation by Product, Departmentation by Territory Departmentation by Customer Departmentation by Process, Types of Organization Structure, Traditional Concept, Modern Concept

## **Unit 6: Directing And Controlling**

Concept of Directing, Significance of Directing Principles of Directing, Concept of Controlling, Significance of Controlling, Limitation of Controlling Process, Essentials of Effective Control, Techniques of Control, Supervision, Analysis and Interpretation of Financial Statements, Budgetary Control, Breakeven Analysis Return on Investment, Management by Objectives PERT / CPM Techniques Management

Information System Management Audit Human Resource Accounting Responsibility Accounting Human Resistance to Control, Overcoming Resistance to Control

## **Unit 7: Individual Behavior**

Perception, Factors Affecting Perception Attribution Theory Distortions in Perception, Personality, Determinants of Personality, Personality Traits, The Big Five Model, Important Personality Characteristics Relevant to Organisational Behaviour, Attitude, Attitude and Behaviour: Cognitive Dissonance Theory Major Job Attitude, Emotional Intelligence

## **Unit 8: Motivation**

Motivation Defined, Forms of Motivation Theories of Motivation, Maslow's Hierarchy of Needs Theory, ERG Theory McGregor X and Y Theory, Herzberg Motivation Hygiene Theory McClelland's Theory of Needs Vroom Expectancy Theory, Equity Theory, Goal Setting Theory

## **Unit 9: Groups And Decision Making**

Group Defined, Formal Group, Informal Group, Stages in Group Development Group Properties, Group Norms Roles Status, Group size Group Cohesiveness, Relationship between Group Productivity, Norms and Cohesiveness Understanding Difference between Work Groups and Teams Creating effective Teams Decision Making Types of decisions, Steps in Scientific Decision Making, Alternative Models in Decision Making, Techniques of Group Decision Making Difference between Individual and Group Decision Making, Committee

## **Unit 10: Leadership**

Leadership Defined Leadership Theories Trait Based Approach, Behavioral Approach, Contingency Approach, Modern Theory of Leadership

## **Unit 11: Organizational Conflict**

Conflict Defined, Functional and Dysfunctional Conflict Process of Conflict Causes of Conflict Intra Individual Conflict Interpersonal Conflict, Group Conflict Managing Conflict, Conflict Resolution strategies, Conflict Stimulation strategies

## **Unit 12: Organizational Culture And Change Management**

Organization Culture, Determinants of Organization Culture, Creating and Sustaining Culture, Impact of Organization Culture Organizational Change Forces of Change Response to Change, Management of Planned Change Lewin's Three Step Model, Managing Resistance to Change

**MBA 105**  
**Research Methodology and Communication**

**Unit 1: Research Fundamentals and Terminology**

**Unit 2: Importance of Research in Management Decisions**

**Unit 3: Defining Research Problem**

**Unit 4: Formulation of Hypothesis**

**Unit 5: Research Design**

**Unit 6: Experimental Design**

**Unit 7: Methods and Technologies of Data Collection**

**Unit 8: Sampling and Sampling Distribution**

**Unit 9: Attitude Measurement and Scales**

**Unit 10: Report Writing and Presentation**

**Unit 11: Introduction to communication and factors influencing its effectiveness**

**Unit 12: Understanding Business Communication**

**Unit 13: Effective business communication**

**Unit 14: Communicating Electronically**

**Unit 15: Leadership Communication**

**Unit 1: Research Fundamentals And Terminology**

Definition of Research Objectives of Research Characteristics of Good Research Important Research Concepts The Language of Research Concepts Constructs Definitions Variables Propositions and Hypothesis Theory, Models

**Unit 2: Importance of Research In Management Decisions**

Characteristics of Management Decisions Importance of Research in Management Decision Making, Management Areas of Decision Making, Types of Research and Management Decisions Limitations of Business Research, Newer Trends in Decision Making Through Research

**Unit 3: Defining Research Problem**

Defining the Research Problem Identification Process Research Proposal Purpose of a Research Proposal, Components of a Research Proposal

**Unit 4: Formulation of Hypothesis**

What is a Hypothesis? me Basic Concepts Concerning Testing of Hypothesis Types of Hypothesis Procedure for Testing of Hypothesis

**Unit 5: Research Design**

What is Research Design? Classification of Research Designs Exploratory Studies Descriptive Studies Causal Studies

**Unit 6: Experimental Design**

What is Experimentation? Various Concepts and Definitions Conducting an Experiment Validity in Experimentation, Classification of Experimental Designs

**Unit 7: Methods Of Data Collection**

Primary and Secondary Data Primary Data Sources Surveys Observations Interviews, Secondary Data Sources

**Unit 8: Sampling And Sampling Distribution**

Some Basic Concepts, Census and Sample Methods Sampling Methods Sampling and Non Sampling Errors Sampling Distribution, Law of Large Numbers and Central Limit Theorem

**Unit 9: Attitude Measurement And Scales**

Concept of Measurement and Scaling Measurement Scales Statistical Analysis Based on Scales Characteristics of Good Measurement Sources of Error in Measurement Scaling Techniques Comparative Scales, Non-comparative Scales

**Unit 10: Report Writing And Presentation**

Types of Research Reports Research Report Components Writing the Report Considerations while Writing the Draft, Presentation Considerations

**Unit 11: Introduction To Communication And Factors Influencing Its Effectiveness**

The Communication Process Barriers to Effective Communication Environmental Factors Overcoming Environmental Factors Individual Factors Overcoming Individual Factors Cultural Factors Overcoming Cultural Factors

**Unit 12: Understanding Business Communication**

What is Business Communication? Internal Communication External Communication Flows in an Organization Prominent Communication Channels in Organizations Changing Landscape of Business Communication Managing diversity through communication Ethical communication, Developing Skills for Effective Business Communication Presentation Skills Negotiation Skills Giving and receiving feedback Managing difficult conversations.

**Unit 13: Effective Business Communication**

Effective Business Communication - Organizational Context Business Meetings Business Presentations Emails Business Reports Effective Business Communication - Importance for Individuals Preparing Resume Presenting Self

**Unit 14: Communicating Electronically**

Defining electronic communication Types of electronic communication Emails Voicemails Videoconferences, Electronic newsletters and brochures Screensavers Intranet Social media

platforms evaluating the utility of electronic media  
Advantages Limitations / challenges Tips for using the  
electronic media effectively

### **Unit 15: Leadership Communication**

Defining leadership Focus of leadership  
communication Building organizational identity and  
image Building stakeholder commitment by aligning

their interests Seeking stakeholder feedback Shaping  
organizational culture Building high performance  
teams Conducting/managing difficult conversations  
Delivering good, bad or neutral messages / decisions  
Choosing an effective medium of communication  
Skills / attributes for effective leadership  
communication Understanding self as a leader Practice  
reflection Presenting self as a leader.

## **MBA : FIRST YEAR (SEMESTER II) COMPULSORY COURSE**

### **MBA 201**

#### **BUSINESS ETHICS AND CORPORATE GOVERNANCE**

**Unit 1** An Introduction Of Business Ethics  
**Unit 2** Eastern and Western Ethical Thoughts  
**Unit 3** Decision Making: Moral Reasoning and Its  
Applications  
**Unit 4** Workplace, Individuals, Workers and Morals  
**Unit 5** Challenges of Environmental Ethics  
**Unit 6** Indian Thoughts for Business  
**Unit 7** Social Sustainability and Business  
**Unit 8** Corporate Governance  
**Unit 9** Corporate Governance: Theories and Models  
**Unit 10** Corporate Social Responsibility  
**Unit 11** Corporate Governance Code  
**Unit 12** Corporations in the New World Order as  
Startups

#### **Unit - 1: An Introduction Of Business Ethics**

Business Ethics, Meaning of Business Ethics,  
Definition of Business Ethics, Business Ethics and its  
issues, Morality, Ethics and the Law, Importance  
of Business Ethics - Influences of Business Ethics

#### **Unit - 2: Eastern and Western Ethical Thoughts**

Universal Norms And Geographically Different  
Culture Cultural Values Manners - Indicator of Values,  
One Humanity, Many Values, Manners, Universal  
versus Particular Values, Nature of Values, Theory and  
Practice Suitability of Eastern Values to Western  
Business, Western Models Eastern Values, Social  
Dilemma, Integrated Business Do Indian Values  
Hinder Business, Caste System - Negative Image  
Augmentation of Values, Clash of Cultures, Values  
Withstand Challenges Progressive Business Dharma -  
Values are Static, Values Are Dynamic - Codes Based  
on Values, Business Dharma, Dharma, The  
Fundamental Principle

#### **Unit - 3: Decision Making: Moral Reasoning And Its Applications**

Understanding Decision Making Nature of Decision  
Making, What is Decision Making? - Intention or  
Inner Decisions, Relationship of Intention, Action,  
Morality and Law - Analysis of an Individual Decision  
Maker - Analysis of Social/Group/Organizational  
Decision Making - Basic Assumption of Society -

Society or organization and intelligent order Public  
opinion, common good, and progress - Common goal,  
achievement, and happiness, Decision - making body  
Decision Making Process, Cognitive Development  
Necessary for Decision Making - Individual and  
Organizational Development of Moral Decision  
Making. Pre - Conventional Morality - Conventional  
Morality - Post - Conventional Morality Classification  
of Decision Making - Classification of Decision  
Making, Normative Model - Descriptive Model

#### **Unit - 4: Workplace, Individuals, Workers and Morals**

Factors Influencing Ethics at the Workplace Issues  
Related To Ethics At The Workplace., Conflicts of  
Interest, Fairness and honesty, Communications,  
Discrimination, Recruitment Practices, Screening  
Practices - Promotion Practices - Conditions of  
Employment - Dismissal Harassment Importance of  
Ethics at the Workplace Guidelines for Maintaining  
Ethics at the Workplace Rights & Duties of Employees  
Firm's Duties to the Employees, Wages, Health and  
Safety, Job Satisfaction

#### **Unit - 5: Challenges of Environmental Ethics**

Principles of Environmental Ethics, Extending our  
Moral stand - Radical Ecology Environmental  
Challenges As Business Opportunities, Sustainable  
Development as Corporate Strategy, Shifting Nature of  
Competition in Emerging Economics - New  
Opportunities of Product Differentiation Increasing  
Profitability and Minimizing Risk, Role of the  
Government

#### **Unit - 6: Indian Thoughts for Business**

Business in Ancient India Strategies and Structures -  
Features as Strategies, Proper attention and  
encouragement to business sector - Development of  
commercial towns, trade centres, parts and  
infrastructure, Promotion of Guilds and merchant  
classes, Self - employment, freedom and regulations,  
Initiatives and innovations Superior quality of products  
and services, Character and principles in business  
Structure of Business - Different types of

organizations, Role for the state and private sectors, State as the player, facilitator, regulator and benefactor

### **Unit - 7: Social Sustainability and Business**

Business as A Sustainable Development Implications for Business Practical Considerations Positive Signs of Change Enhancing Management Systems, Perform a stakeholder analysis , Set sustainable development policies and objectives, Design and execute an implementation plan, Develop a supportive corporate culture, Develop measures and standards of performance - Prepare reports, Enhance internal monitoring processes Management Leadership, Self - assessment, Deciding on a strategy, Strategy implementation Small business and private company considerations

### **Unit - 8: Corporate Governance**

Corporate Governance Need and Importance Problems and Issues, Flow of Information - Accounting transparency practice and expression - Cost of Monitoring Best Practices For Corporate Governance, Conduct and Actions of Directors and the Boards, Operational levels, Reporting at the account levels, Enhancing the democracy at the shareholder level The Board And Corporate Governance - Constitution Responsibilities Executive & Non - Executive Directors, Process of Corporate Governance The Board - Definition of 'Board of Directors', Roles of the Board of Directors - Structure & Makeup of the Board of Directors, Role Non Executive Directors, Role of Auditor, Growth of Corporate Governance

### **Unit - 9: Corporate Governance: Theories And Models**

Theory of Stakeholder Stewardship Theory Agency Theory Separation of Ownership and Control Corporate Governance Mechanism Anglo - American Model German Model Japanese Model Indian Model Code of Conduct for Corporate - Code of Conduct Board

### **Unit - 10: Corporate Social Responsibility**

Understanding Corporate Social Responsibility CSR - Definition of CSR CSR responsibilities Economical responsibilities, Legal responsibilities, Ethical responsibilities, Philanthropic responsibilities- Objectives of CSR - CSR tactics CSR in India Examples of CSR, Tata Steel Limited, Reliance Industries Limited, Bharat Petroleum

### **Unit - 11: Corporate Governance Code**

Emergence of Corporate Governance Code, Cadbury Committee - Board of directors or governors, Executive directors, Non - executive directors Reporting practices - Organization for Economic Co - operation and Development, Sarbanes - Oxley Act 2002, Development of Indian Corporate Governance - Misgovernance and Corruption - Emergence of Corporate Governance, Some Salient Features, Assumption of Best Practices, Code of Ethical Conduct Board of Directors - Failure of Corporate Governance - Ethics and Corporate Governance

### **Unit - 12: Corporations In The New World Order As Startups**

Definition - Start - up Company Evolution of Start - up Business Partnering Culture Co - founders Start - up investing, Evolution of investing - Investing rounds - Investing online Internal Start - ups Re - starters, Trends and Obstacles

## **MBA 202**

### **Quantitative Techniques In Management**

**Unit 1:** Linear Programming

**Unit 2:** Linear Programming - Post Optimal Analysis

**Unit 3:** Transportation Model

**Unit 4:** Assignment Model

**Unit 5:** Queuing Theory

**Unit 6:** Decision Theory

**Unit 7:** Theory of Games

**Unit 8:** Simulation

**Unit 9:** Probability

**Unit 10:** Probability Distribution

**Unit 11:** Regression And Correlation Analysis

**Unit 12:** Testing of Hypothesis

Solution of LPP, Graphical LP Solution Some Special Cases in LP Solution of LPP Using Simplex Method Special Cases in Simplex Method Sensitivity Analysis

### **Unit 2 : Linear Programming - Post Optimal Analysis**

Dual problem, Construction of Dual Problem Primal Dual Relationship Direct calculations for simplex table Economic interpretation of dual variables General simplex algorithm Post optimal analysis, Changes in the problem to affect feasibility, Changes affecting Optimality

### **Unit 3 : Transportation Model**

Transportation Model Steps in Solution Process, Initial Basic Feasible Solution, Method of Multiplier for Optimality Test

### **Unit 1 : Linear Programming**

Basic Structure of LP Problem Properties of the LP Model Application Areas of Linear Programming General Mathematical Model of LPP, Formulation of LP Model Examples on LP Model formulation



**Unit 4 : Assignment Model**

General Model of Assignment Problems, The Hungarian Method Unbalanced Assignment Problem, Travelling Salesman Problem

**Unit 5 : Queuing Theory**

Need for Queuing Analysis Elements of a Queuing Model Kendall Notations of Queuing System Study State Queuing System Analysis of M/M/1 Queuing System

**Unit 6 : Decision Theory**

Zone of Decision Making Steps in Decision Making Process, Example to Demonstrate Preparation of Pay off Table, Decision Making Under Uncertainty, The Maximax Criterion (Optimistic Criterion), The Maximin Criterion (Pessimistic Approach), The Maximax Regret Criterion (Opportunity Lost Decision Criterion), The Realism Criterion, Criterion of Insufficient Reason Decision Making Under Risk Expected Value of Perfect Information (EVPI) Minimising Expected Losses Decision Tree, Bayesian Revision of Probabilities

**Unit 7 : Theory Of Games**

Assumptions, Definitions and Classification of games, two person zero sum game Mixed Strategies Graphical Method Linear Programming Method

**Unit 8 : Simulation**

What is Simulation?, Benefit of Simulation, Limitations of Simulation Steps in Simulation Process Monte Carlo Simulation Application to Queuing Problems Application to Marketing Problems

**Unit 9: Probability**

Important Terms Calculation of Probability, Theorems of Probability, Calculation of Probability of at least One Event, Conditional Probability Theorem, Bernoulli Theorem Bayes Theorem : (Revising Prior Estimates)

**Unit 10: Probability Distribution**

Discrete and Continuous Random Distributions, Probability Distribution + Expected Value of a Random Variable, Binomial Distribution Measures of Central Tendency and Dispersion for the Binomial Distribution Poisson Distribution, Mean and Variance of a Poisson Distribution Normal Distribution, Probability Density function of a Normal Distributions

**Unit 11 : Regression And Correlation Analysis**

Regression Analysis, Estimation Using the Regression Line The Standard Error of Estimate Coefficient of Determination Correlation Analysis, Coefficient of Determination, Coefficient of Correlation

**Unit 12 : Testing Of Hypothesis**

Introduction to Hypothesis Testing Concept Behind Hypothesis Testing Process of Hypothesis Testing Type I and Type II Error Two - Tailed and One - Tailed Tests of Hypothesis Deciding of Distribution for Hypothesis Testing Hypothesis Testing of Proportions: Large Sample Hypothesis Testing of Means when the Population Standard Deviation is not Known Meaning of Chi - Square Test The Chi - Square Distribution Useful Points while using the Chi - Square Test

**MBA 203****Production And Operations Management**

**Unit 1:** Nature and Scope of Operations

**Unit 2:** Types of Manufacturing and Service Systems

**Unit 3:** The Product Development Process

**Unit 4:** Facilities Planning: Location

**Unit 5:** Facilities Layout and Material Handling

**Unit 6:** Forecasting

**Unit 7:** Inventory Management

**Unit 8:** Production Planning and Control

**Unit 9:** Quality Management

**Unit 10:** Project Management

**Unit 11:** Maintenance Management

**Unit 12:** Supply Chain Management

**Unit 1 Nature and Scope Of Operations**

Operations Management: A system's Perspective Operations Management Function Challenges in Operations Management Competitiveness and Operations Management

**Unit 2 Types of Manufacturing And Service Systems**

Product Strategies Product Life Cycle Production System Types 0 Process Focussed System O Product Focused Systems, Production of Stock Vs. Production to Order Distinctive Features of Service Systems, A Classification of Service Systems.

**Unit 3 The Product Development Process**

Benefits of Sound Product Development Process, the Product Development Process Concurrent Engineering Tools for Efficient Product Development Measuring Product Development Performance

**Unit 4 Facilities Planning: Location**

Site Selection Factors affecting size of the firm Factors affecting the plant location Economic Survey of Site Selection Computation of investment and cost of production and distribution Factor and Location Rating Break - even Analysis for Facility Location Planning Simple Median Model Centre of Gravity Method

### **Unit 5 Facilities Layout and Material Handling**

Plant Layout, Objectives of an ideal Plant Layout o Factors Affecting the Plant Layout Decision Material Flow System O Horizontal Flow System, Vertical Flow System Types of Plant Layout, Process Layout Product layout Mixed or Combined Layout, Static Product Layout or Project Layout, Cellular or Group Layout Process Charts, Operations Process Chart, Flow Process Chart Flow Diagram Travel Chart, REL Chart

### **Unit 6 Forecasting**

Forecasting and Time Horizons Classifications of Forecasting Methods Extrapolative or Time Series Method, Moving Average Method Weighted Moving Average Method Exponential Smoothing Methods. - Basic Exponential Smoothing Model - Exponential Smoothing with Trend Component - Exponential Smoothing Model with Seasonality Forecasting Errors Causal or Explanatory Methods Qualitative or Judgemental Methods How to have a successful Forecasting System

### **Unit 7 Inventory Management**

Concept of Inventory Management, Reasons to keep Inventory O Types of Inventory, Inventory Costs, Continuous Inventory Systems Periodic Inventory Systems Two - bin System Method, The ABC Classification System, Economic Order Quantity Models O EOQ model with non instantaneous delivery, Quantity Discounts Reorder Point, Reorder point with variable demand Order Quantity for a Periodic Inventory System

### **Unit 8 Production Planning And Control**

Production - Planning Hierarchy, Aggregate Planning, Costs associated with Aggregate Plans Aggregate Planning techniques O Level Strategy, Chase Strategy, Mixed Strategy, Disaggregating the Aggregate Plan Rough Cut Capacity Planning Material Requirement Planning

### **Unit 9 Quality Management**

What is Quality?, Cost of Quality Famous Quality Guru Total Quality Management (TQM) Six Sigma Statistical Quality Control Quality Certification

### **Unit 10 Project Management**

Characteristics of Project, Project Life Cycle framework for Project Management to, Work Breakdown Structure Organization Breakdown Structure Cost Breakdown Structure Tools and Techniques for Project Management, Developing a Network Representation of Project Analysis of Project Network Time - Cost - Trade - Offs in Project Programme Evaluation And Review Technique (PERT)

### **Unit 11 Maintenance Management**

The Maintenance Function Equipment Life Cycle Measures of Maintenance Performance Maintenance Strategies, Total Productive Maintenance

### **Unit 12 Supply Chain Management**

Components of Supply Chain, Evolution of Supply Chain, Push vs. Pull Supply chain, Drivers of Supply Chain

## **MBA 204**

### **MARKETING MANAGEMENT**

**Unit 1:** Introduction to Marketing Management

**Unit 2:** Developing Marketing Strategies and Plans

**Unit 3:** Capturing Customer Insights

**Unit 4:** Connecting with Customers

**Unit 5:** Building Strong Brands

**Unit 6:** Shaping the Market Offerings

**Unit 7:** Delivering Value

**Unit 8:** Communicating Value

**Unit 9:** Creating Long Term Growth

**Unit 10:** Rural Marketing

**Unit 11:** Technology and Marketing

**Unit 12:** Marketing Ethics

### **Unit 1 Introduction To Marketing Management**

Marketing Management Marketing is Commitment Definition of Marketing Planning and Process Association of Needs and Offerings Selling and Marketing A complete Scenario through a Marketer's Imagination Consumer Behaviour and Buying Decision Process Marketing Mix Marketing Research Customer Relationship Management Sales Production to production of technology to production of other

goods Marketing Mix with a comprehensive perspective Holistic Marketing Dimensions Marketing Environment

### **Unit 2 Developing Marketing Strategies and Plans**

Value offered has to justifiably match with the value perception of customer Value and Value Chain Focus - Value Chain and Value Enhancing Value throughout Planning - Span, Scope and Attributes Span Scope Attributes/ Components of a Marketing Plan

### **Unit 3 Capturing Customer Insights**

Marketing research, analysis and forecasting what is that a company should understand? How should companies get to know and learn? Information gathering and analysis a synchronized approach Marketing Research Definition, relevance and process of marketing research Marketing research process Research planning (research approach and research in methodology) Types of research design Data collection Sample size, Analysis Forecasting Demand Forecasting methods and Logic Understanding

Consumers and Customers to achieve their Satisfaction and Loyalty, Factors influencing Consumer Behaviour Decision on Buying

#### **Unit 4 Connecting With Customers**

Understanding Customers Achievement of Satisfaction and Loyalty Segmentation Targeting and Positioning Basis of Segmentation Geography Demography Psychography Behavior Business Market Segmentation

#### **Unit 5 Building Strong Brands**

Positioning Defined Competition Brand Identity Brand Strength Brand Equity Product life cycle and positioning

#### **Unit 6 Shaping the Market Offerings**

A composite view of products and services Product by Definition of Product by American Marketing Association Services by Definition Classification and attributes of products Classification and attributes differentiation and the 4Ps Steering the product life Product hierarchy Product system and Mix Packaging Labelling Warranties Guarantees, A view of services as offerings Pricing Price and quality Perception Broader process of setting prices and few types of prices Some important pricing methods

#### **Unit 7 Delivering Value**

Distribution - Channel Management Channels Role and type of channels Channel Management E - Business, Retailing and Wholesaling Retailing Life cycle phases in retailing Non - store retailing organizations Wholesale

#### **Unit 8 Communicating Value**

Integrated marketing communication Advertising Sales promotion Public relations and publicity Direct and interactive marketing Word - of - mouth marketing Personal selling Direct Marketing Brand Equity Brand Awareness Brand Images Elements of the communication process Steps of effective

communication Sales promotion Personal form of communications The sales force

#### **Unit 9 Creating Long Term Growth**

Why do Companies introduce new Product and Services, Product Development and emergence of new Products? New Product Development Global Markets Holistic Marketing - The Future

#### **Unit 10 Rural Marketing**

Rural Marketing Meaning and Concept Comparison of Rural and Urban Markets Strategies of Rural Marketing Understanding Rural Market Communicating to Rural Audience Developing Rural Specific Products Adapting Localized Way of Distribution, Challenges in Rural Markets Opportunity in Rural Marketing Importance of Rural Market Socio Economic Changes in Rural India Information Technology and Rural India Four A's of Rural Marketing

#### **Unit 11 Technology And Marketing**

Technology and Marketing Social Media Marketing E - Marketing Search Engine Optimization (Seo) Email Marketing Display Advertising Pay per Click Blogging, Podcasting, Rss Social and Business Networking Product Opinion Sites. Forums Affiliate Marketing and Syndication on the Internet Running an Internet Marketing Services Business Global Internet Marketing. Localization and Customization Trust In Internet Marketing. Ethical and Legal Issues.

#### **Unit 12 Marketing Ethics**

Marketing Ethics Fundamental issues in the Ethics of marketing Principles of Ethical Marketing Specific issues in marketing ethics Responsibilities of the Marketer Ethical issues in Political Marketing Ethical challenges of social marketing in Synchronization and Synonymity with Social Relevance Strategic Businesses with Social Relevance

### **MBA 205**

#### **HUMAN RESOURCE MANAGEMENT**

**Unit 1:** Introduction to Human Resource Management

**Unit 2:** Human Resource Planning

**Unit 3:** Talent Acquisition

**Unit 4:** Human Resource Training and Development

**Unit 5:** Motivation in Action

**Unit 6:** Performance Appraisal

**Unit 7:** Compensation Management

**Unit 8:** Employee Discipline

**Unit 9:** Employee Grievance and Collective Bargaining

**Unit 10:** Human Resource Accounting, Audit and Human Resource Information System

**Unit 11:** International Human Resource Management

**Unit 1 Introduction To Human Resource Management**

Nature of HRM Scope of HRM Objectives of HRM Functions of HRM Strategic Human Resource Management Skills and Proficiency of HR managers

**Unit 2 Human Resource Planning**

Objectives of Human Resource Planning Requirements of Effective HRP, Human Resource Planning Process, Manpower Demand Forecasting Techniques, Managerial Judgment, Ratio Trend Analysis, Regression Analysis, Work Study Technique, Delphi Technique, Job Analysis: Concept, Job Analysis:

Process Introduction to Human Resource Information System (HRIS) Benefits of HRIS

### **Unit 3 Talent Acquisition**

Sources of Recruitment, Recruitment Process Alternatives to Recruitment Introduction to Selection Process, Orientation and Induction, Induction Process

### **Unit 4 Human Resource Training And Development**

Difference between Training and Development Need for Training, Importance of Training, Training Process Evaluation of Training Types of Training, Selection of a Training Method Introduction to Executive Development Objectives of Executive Development Methods of Executive Development

### **Unit 5 Motivation In Action**

Importance and Benefits of Motivation, Features and Characteristics of Motivation Tools of Motivation, Job Characteristic Model, Alternative Work Arrangement, Empowerment, Participative Management, Quality of Work Life (QWL), Motivation Through Variable Pay Programs, Mentoring, Employee Counselling

### **Unit 6 Performance Appraisal**

Performance Appraisal: Concept and Definition, Job Evaluation Vs. Performance Appraisal Objectives of Performance Appraisal Basis of Performance Appraisal Performance Appraisal Process Problems in Performance Appraisal Essentials of an Effective Performance Appraisal Methods and Techniques of Performance Appraisal, Process of Management by Objectives, Importance of Management by Objectives, Limitations of Management by Objectives, Introduction of 360 Degree Performance Appraisal Benefits of 360 Degree Performance Appraisal

### **Unit 7 Compensation Management**

Objectives of Compensation Planning Factors influencing Compensation Planning Types of Compensation Characteristics of a Desirable Wage Plan Methods of Wage Payment Wage Theories Wage Structure and Wage Policy State Regulation of Wages Incentive Plans, Individual Based Incentive Plans, Group or Team Based Incentive Plan, Organization

Wide Incentive plan, Bonus, Fringe Benefits, Need of Fringe Benefits, Types of Fringe Benefits

### **Unit 8 Employee Discipline**

Types of Discipline Causes of Indiscipline, Disciplinary Actions Steps in a Disciplinary Actions, Features of an Effective Disciplinary Action

### **Unit 9 Employee Grievance And Collective Bargaining**

Causes of Grievance, Effects of Grievance Elements Required for an Effective Grievance Handling Steps in Grievance Handling Benefits of Grievance Handling Industrial Disputes: Definition Indian Industry: Grievance Management, Collective Bargaining: Concept and Definition Features of Collective Bargaining Objectives of Collective Bargaining Issues Types of Bargaining Steps in Collective Bargaining Collective Bargaining in India

### **Unit 10 Human Resource Accounting, Audit And Human Resource Information System**

Concept of Human Resource Accounting Objectives of Human Resource Accounting Advantages of Human Resource Accounting Methods of Human Resource Accounting, Historical Cost Method, Replacement Cost Method, Present Value and Economic Value Method, Asset Multiplier Method Controlling Manpower Cost Concept of HR Audit Objectives of HR Audit HR Audit Process Concept of Human Resource Information System Information Provided by HRIS Objectives and Purpose of HRIS Advantages of HRIS Essentials of Good HRIS, Limitations of HRIS Significance of HRIS in Today's Corporate World

### **Unit 11 International Human Resources Management**

Globalization in 21<sup>st</sup> century, Benefits of Globalization, Threats from Globalization, Concept of International Human Resource Management, Difference between Global HRM and Domestic HRM, External Factors impacting IHRM, IHRM Activities, HR planning International Recruitment and Selection Policy, Training and Development Expatriate Remuneration Performance Appraisal of an Expatriate Repatriation

## **MBA: SECOND YEAR (SEMESTER III) COMPULSORY COURSE**

### **MBA 301 STRATEGIC MANAGEMENT**

**Unit 1:** Introduction to Strategic Management

**Unit 2:** Strategy Formulation and Defining Vision

**Unit 3:** Defining Mission, Goals and Objectives

**Unit 4:** External Assessment

**Unit 5:** Organisational Appraisal: The Internal Assessment

**Unit 6:** Organisational Appraisal: Internal Assessment

**Unit 7:** Corporate Level Strategies

**Unit 8:** Business Level Strategies

**Unit 9:** Strategic Analysis and Choice  
**Unit 10:** Strategy Implementation  
**Unit 11:** Structural Implementation  
**Unit 12:** Behavioural Implementation  
**Unit 13:** Functional and Operational Implementation  
**Unit 14:** Strategic Evaluation and Control

**Unit 1: Introduction to Strategic Management**

Definition of Strategic Management-Nature of Strategic Management, Dimensions of Strategic Management-Need for Strategic Management, Benefits of Strategic Management, Risks involved in Strategic Management, Strategic Management Process.

**Unit 2: Strategy Formulation And Defining Vision**

Aspects of Strategy Formulation, Business Vision-Defining Vision Nature of Vision Characteristics of Vision Statements Importance of Vision, Advantages of Vision.

**Unit 3: Defining Mission, Goals And Objectives**

Defining Mission Importance of Mission Statement-Characteristics of a Mission Statement Components of a Mission Statement-Formulation of Mission Statement-Evaluating Mission Statements, Concept of Goals and Objectives.

**Unit 4: External Assessment**

Concept of Environment-Porter's Five Force Analysis, The Five Forces-Forces that Shape Competition, Industry Analysis Framework for Industry Analysis Competitive Analysis Environmental Scanning Features of Environmental Analysis Techniques of Environmental Scanning.

**Unit 5: Organisational Appraisal: The Internal Assessment 1**

Importance of Internal Analysis SWOT Analysis Carrying out SWOT Analysis, Steps in SWOT Analysis, Critical Assessment of SWOT Analysis Advantages and Limitations.

**Unit 6: Organisational Appraisal: Internal Assessment 2**

Strategy and Culture, Value Chain Analysis, Analysis, Conducting a Value Chain Analysis Usefulness of the Value Chain Analysis Organisational Capability Factors Resources Strategic Importance of Resources, Critical Success Factors, Benchmarking.

**Unit 7: Corporate Level Strategies**

Expansion Strategies, Retrenchment Strategies, Turnaround Strategy Divestment Bankruptcy Liquidation Combination Strategies Internationalization, Cooperation Strategies, Joint

Ventures Strategic-Alliances, Consortia- Restructuring.

**Unit 8: Business Level Strategies**

Industry Structure-Positioning of the Firm Generic Strategies Risks in Competitive Strategies, Critical Assessment of Generic Strategies Comment on Porter's Generic Strategies, Business Tactics.

**Unit 9: Strategic Analysis And Choice**

Process for Strategic Choice-Focusing on a few Alternatives, Considering Selection Factors Evaluating the Alternatives, Making the Actual Choice, Industry Analysis Corporate Portfolio Analysis Display Matrices, Balancing the Portfolio and other Analytical Models, Contingency Strategies

**Unit 10: Strategy Implementation**

Activating Strategies, Nature of Strategy Implementation, Barriers and Issues in Strategy Implementation Model for Strategy Implementation Resource Allocation, Importance of Resource Allocation Managing Resource Conflict, Criteria for Resource Allocation Process Factors affecting Resource Allocation Difficulties in Resource Allocation

**Unit 11: Structural Implementation**

Basic Principles of Organisation Basic Principles of Organisational Structure Relation between Strategy and Structure Improving Effectiveness of Traditional Organisational Structures, Types of Organisational Structures, Modular Organisation, Towards Boundary less Structures, Structures for Strategies.

**Unit 12: Behavioural Implementation**

Stakeholders and Strategy-Strategic Leadership-Leadership Approaches Corporate Culture and Strategic Management-Influence of Culture on Behaviour-Creating Strategy Supportive Culture, Personal Values and Ethics, Importance of Ethics-Approaches to Ethics, Building an Ethical Organisation, Social Responsibility and Strategic Management-Responsibilities of Business, Need for CSR: The Strategy

**Unit 13: Functional and Operational Implementation**

Functional Strategies, Nature of Functional Strategies, Need for Functional Strategies Functional Plans and Policies Operational Plans and Policies, Importance of Operational Strategy, Components of Operational Plan and Policies, Personnel (HR) Plans and Strategies, HR Planning Staffing-Training and Development Performance Management Compensation and Rewards, Industrial Relations.

#### **Unit 14: Strategic Evaluation And Control**

Nature of Strategic Evaluation and Control, Types of General Control Systems, Basic Characteristics of Effective Evaluation and Control System, Strategic Control, Types of Strategic Control-Approaches to

Strategic Control Operational Control, Setting of Standards, Measurement of Performance-Identifying Deviations, Taking Corrective Action, Techniques of Strategic Control.

### **MBA 302**

#### **INTERNATIONAL BUSINESS AND INTERNATIONAL TRADE**

**Unit 1** Globalization and International Business

**Unit 2** National Differences In Political Economy, Culture and Economic Development

**Unit 3** International Trade Theories

**Unit 4** Regional Economic Integration

**Unit 5** The Political Economy Of International Trade

**Unit 6** World Trade Organization (WTO)

**Unit 7** The Balance Of Payments And Foreign Exchange Markets

**Unit 8** International Monetary System

**Unit 9** Foreign Direct Investment

**Unit 10** International Business Strategy

**Unit 11** Multinational Companies (Mncs) and Entry Strategies

**Unit 12** International Marketing

**Unit 13** Supply-Chain Management for Mncs

**Unit 15** Accounting for Multinational Operations

**Unit 16** International Human Resource Management

#### **UNIT 6: World Trade Organization:**

Scenario before WTO about WTO Basic structure of WTO WTO and International Business

#### **UNIT 7: Balance of Payment, Foreign Exchange Market and Overview of Indian Foreign Exchange:**

Market Components of the Balance of Payments Account Balance of Payment Statement since Independence Balance of Payment Statement After 1990 Recent Concerns in Balance of Payment Statement Foreign Exchange Market Exchange Rate and its Types Economic Theory of Exchange Rate Indian Foreign Exchange

#### **UNIT 8: International Monetary System:**

International Monetary System Reserve Currency Gold Standard Period Bretton Woods System International Monetary Fund

#### **UNIT 9: Foreign Direct Investment:**

Portfolio investment by Foreign Institutional Investors, Theories of FDI, FDI Flows in India, Historical Context, FDI Policy: Historical Phases, FDI Policy: Different Routes, Factors that attract FDI, Advantages and Disadvantages of FDI

#### **UNIT 10: International Business Strategy:**

The Role of Strategy in International Business, Operation of a Firm: Primary v/s Secondary activities, Global Expansion and Profitability of a firm, Alternative Organizational Arrangements for International Operations, Issues of Control, Global Corporate Social Responsibility

#### **UNIT 11: MNCs and Entry Strategies:**

Types of MNCs, Taxonomy of Entry Modes of MNCs, Determinants of Entry Mode Choice in Emerging Nations

#### **UNIT 12: International Marketing: Global Marketing Strategy:**

Marketing Mix In case of International firms, International Pricing, International Marketing Communications, International Distribution Channels

#### **UNIT 13: Supply-chain Management for MNCs:**

Supply-Chain Management for International Businesses, Outsourcing and Off-shoring, Strategic

#### **UNIT 1: Globalization and International Business International Trade:**

Basic Concepts Globalization and its Drivers State of World Economy International Business

#### **UNIT 2: National Differences in Political Economy, Culture and Economic Development:**

Political System and International Business Legal Systems and International Business Culture and International Business

#### **UNIT 3: International Trade Theories:**

Trade Theories of Absolute and Comparative Advantage Heckscher-Ohlin's Theory of Factor Endowment Modern Theories of International Trade

#### **UNIT 4: Regional Economic Integration Economic Integration:**

The Theory of Custom Unions Dynamic Gains of Custom Unions European Union India and International Agreements

#### **UNIT 5: The Political Economy of International Trade and Overview of India's Trade:**

Policy Instruments of Trade Policy Free Trade v/s Protectionism: The Debate Strategic Trade Policy: Inward v/s Outward Looking Strategies Overview of India's Foreign Trade Policy. Composition and Direction of Indian Foreign Trade

Implications of Outsourcing, Risk and Limits to Global Sourcing

**UNIT 14: Financial Management for MNCs:**

Global Capital Market, International Financial Management, Risks Involved in Foreign Currency Transactions, Emerging Markets as International Investment Destinations

**UNIT 15: Accounting for Multinational Operations:**

Accounting Standard Differences, Managing the Diversity of International Accounting and Tax Practices, Maintaining Transparency in Financial Reporting, Accounting Aspects of Control Systems, Trends toward Harmonization

**UNIT 16: International Human Resource Management:**

The Strategic Role of Human Resources in International Business, International Staffing Policy, and Training of Personnel, International Performance Appraisal, and Compensation of Personnel

**MBA: SECOND YEAR (SEMESTER III)  
FINANCE GROUP**

**FMG 301  
CORPORATE FINANCE**

**Unit 1:** Introduction to Corporate Finance

**Unit 2:** Long Term Sources of Finance

**Unit 3:** Short Term Sources of Finance

**Unit 4:** Valuation: Basic Concepts

**Unit 5:** Valuation of Shares and Bonds

**Unit 6:** Risk and Return: an Overview

**Unit 7:** Portfolio Theory

**Unit 8:** Assets Pricing

**Unit 9:** Capital Budgeting Decision-I

**Unit 10:** Capital Budgeting Decision- II

**Unit 11:** The Cost of Capital

**Unit 12:** Capital Structure Decision

**Unit 13:** Dividend Decision

**Unit 14:** Working Capital Management

**Unit 15:** Inventory Management

**Unit 16:** Cash Management

**Unit 17:** Receivable Management

**Unit 18:** Derivatives and Risk Management

**Unit 19:** Merger and Acquisition

**Unit 1: Introduction To Corporate Finance**

Meaning of Corporate Finance, Scope and Importance of Corporate Finance, Goals of Financial Management, Role of Finance Manager, The Agency Problem, Organization of Finance Functions

**Unit 2: Long Term Sources Of Finance**

Long Term Financing Needs of a Business, Long Term Financing, Advantages of Long Term Financing, Sources of Long Term Finance, External Sources of Finance, Internal Sources of Finance

**Unit 3: Short Term Sources Of Finance**

Introduction to Short Term Financing, Advantages of Short Term Finance, Sources of Short Term Finance

**Unit 4: Valuation: Basic Concepts**

Concept of Time Value of Money, Techniques of Time Value of Money, Compounding Techniques/Future

Value Techniques, Discounting/Present Value Techniques, Amortization Schedule

**Unit 5: Valuation Of Shares And Bonds**

Concept of Valuation, Equity Valuation, Techniques of Equity Valuation, Dividend Discount Techniques, Relative Valuation Techniques, Bond Valuation

**Unit 6: Risk And Return: An Overview**

Concept of Security Return, Measurement of Single Security Return, Concept of Security risk, Measurement of single security return, Risk and Return Trade off

**Unit 7: Portfolio Theory**

Markowitz Model or Mean Variances Analysis, Portfolio Risk and Return under Markowitz Model, Diversification and Portfolio Risk, Markowitz Optimal Portfolio

**Unit 8: Assets Pricing**

Capital Assets Pricing Model (CAPM), Assumptions of CAPM, Inputs for CAPM, Security Market Line, Capital Market Line, Single Index Model, Arbitrage Pricing Theory

**Unit 9: Capital Budgeting Decision-I**

Meaning of Capital Budgeting, Importance of Capital Budgeting, Capital Investment Projects, Estimation and Evaluation of Cash Flows, Capital Budgeting Decision Techniques

**Unit 10: Capital Budgeting Decision- II**

Capital Rationing, Capital Budgeting Under Risk and Uncertainty, Capital Budgeting Practices in Indian Companies

**Unit 11: The Cost Of Capital**

Concept of Cost of Capital, Significance of Cost of Capital, Concept of Opportunity Cost of Capital, Cost of Debt, Cost of Preference Capital, Cost of Equity

Capital, Cost of Retained Earnings, Weighted Average Cost of Capital (WACC)

### **Unit 12: Capital Structure Decision**

Meaning of Financing Decision, Source of Long Term Finance, Equity Financing, Debt Financing, Concept of Leverage, Operating Leverage, Financial Leverage, Combined Leverage, Capital Structure, Determinants of Capital structure, Capital Structure Theories, Relevance Theories, Irrelevance Theories

### **Unit 13: Dividend Decision**

Meaning of Dividend, Conflicting Dividend Theories, Irrelevance Theory of Dividend, Relevance Theory of Dividend, Dividend Policy, Objectives of Dividend Policy, Factors affecting the Dividend Policy, Practical Considerations in Dividend Policy, Dividends Policy Analysis of Indian Companies, Factors favouring Higher and Lower Dividend, Forms of Dividends, Bonus Shares

### **Unit 14: Working Capital Management**

Concepts of Working capital, Gross Working Capital, Net Working Capital, Importance of Working capital, Operating and Cash Conversion Cycle, Concepts of Working Capital on Basis of Time, Fixed (Permanent), Temporary (Variable), Determinants of Working Capital, Estimation of Working Capital Needs, Financing of Working Capital

### **Unit 15: Inventory Management**

Concept of Inventories, Costs associated with Inventories, Motives of holding Inventories, Inventory Management Techniques, Economic Order Quantity Reorder Level, Inventory Control Systems, ABC Analysis, VED Analysis, Just-in-Time

### **Unit 16: Cash Management**

Objectives of Cash Management, Motives for Holding Cash, Factors affecting the Cash Requirements, Cash Management Strategies, Cash Management Techniques, Cash Management Practices in India

### **Unit 17: Receivable Management**

Concept of Receivable, Cost Associated with Receivable, Receivable Management, Credit Policy, Types of Credit Policy, Optimum Credit Policy, Credit Standard and Analysis, Credit Terms, Collection Policy and Procedures, Factoring Services

### **Unit 18: Derivatives & Risk Management**

Concept of Risk Management, Types of financial Risk, Types of Derivatives Products, Forward, Future, Options, Swap, Participants in Derivatives Market

### **Unit 19: Merger And Acquisition**

Merger & Acquisition in India, Forms of merger, Concept of Acquisition, Difference between merger and Acquisition, Strategic Rationales for M&A, Steps in M&A Process, Due diligence, Regulatory Framework for M&A

## **FMG 302**

### **INDIAN FINANCIAL SYSTEM AND MANAGEMENT OF FINANCIAL INSTITUTIONS**

**Unit 1** Introduction to Indian Financial System

**Unit 2** Reforms in Indian Financial System

**Unit 3** Development Financial Institutions Unit 4 State Financial Corporation's (SFCs)

**Unit 5** Other Financial Institutions

**Unit 6** Banking Institutions in India

**Unit 7** Reserve Bank of India

**Unit 8** Non Banking Financial Institutions

**Unit 9** Banking Innovations

**Unit 10** Money Market and Regulation

**Unit 11** Capital Market

**Unit 12** Stock Market Trading

**Unit 13** Securities Exchange and Board of India (SEBI)

**Unit 14** Debt and Credit Markets

**Unit 15** Financial Institutions Risks

**Unit 16** Risk Management in Financial Institutions

### **Unit 2: Reforms In Indian Financial System**

Financial system and economic growth in India, Reforms in financial sector

### **Unit 3: Development Financial Institutions**

Structure of various financial institutions e.g. IFCI, IDBI, ICICI, NABARD, SIDCS, SIDBI, Concept of development banks, Development financial institutions in India, Changing role of development financial institutions, Functions of various financial institutions

### **Unit 4: State Financial Corporations (Sfcs)**

State Financial Corporations, Functions of State Financial Corporations, Types of State Financial Corporations, Performance of State Financial Corporations

### **Unit 5: Other Financial Institutions**

Specialised financial institutions e.g. EXIM, PFC, IRFC, Other financial institutions e.g. DICGC, ECGC

### **Unit 6: Banking Institutions In India**

### **Unit 1: Introduction To Indian Financial System**

Concept of finance, Saving and investment, Introduction to the financial system Functions of financial system Structure of Indian financial system, Regulatory framework of the Indian financial system



Structure of the Indian banking industry, Functions of commercial banks, Performance of commercial banks in India, Recent developments in commercial banking in India, History and structure of the co-operative banks, Performance of the co-operative banks

#### **Unit 7: Reserve Bank Of India**

History of Reserve Bank of India, Organisation of Reserve Bank of India, Management and functions of Reserve Bank of India, Risk management guidelines of Reserve Bank of India

#### **Unit 8: Non Banking Financial Institutions**

Concept of Non-Banking Financial Institutions, Type of NBFCs, Importance of NBFCs, Classification of NBFCs, Performance of NBFCs, Regulatory Framework for NBFCs

#### **Unit 9: Banking Innovations**

Reforms in the banking sector in India, Universal banking, Core banking, Consortium banking, New technology in Banking, Debit cards, Credit cards, Internet banking, ATM, Electronic fund transfer, MICR

#### **Unit 10: Money Market And Regulation**

Overview of money market, Function of money market, Structure of Indian money market, Role of RBI in money market operation, Money market reforms in India, Government securities market

#### **Unit 11: Capital Market**

Meaning of capital market, Structure of Indian capital market, Significance of capital market, Capital market V/S money market, Primary market, Secondary market

#### **Unit 12: Stock Market Trading**

Overview of National Stock Exchange (NSE) Ltd., Segments of National Stock Exchange (NSE), Trading

system of National Stock Exchange (NSE), Clearing and settlement system of National Stock Exchange (NSE)

#### **Unit 13: Securities Exchange And Board Of India (Sebi)**

Origin of Securities Exchange and Board of India (SEBI), Organisation of Securities Exchange and Board of India (SEBI), Objectives of Securities Exchange and Board of India (SEBI), Functions of Securities Exchange and Board of India (SEBI), Capital market regulations, Legislations governing Indian capital market

#### **Unit 14: Debt And Credit Market**

Concept of debt market, Overview of Indian debt market Significance of debt market Participants in Indian debt market, Debt market instruments, Corporate bond market, Measures taken to develop corporate bond market

#### **Unit 15: Financial Institutions Risks**

Overview of risk faced by financial institutions, Types of risks-Credit risk, Liquidity risk, Interest rate risk, Market risk, Foreign exchange risk, Technology risk, Operational risk

#### **Unit 16: Risk Management In Financial Institutions**

Asset liability management: a concept, Asset liability management strategies, Interest rate risk measurement techniques, Interest rate risk management, Liquidity risk management, Fund management: managing credit and investments, ALM systems in banks: RBI guidelines, Basel norms-original accord and Indian position

### **FMG 303**

#### **Management of Financial Services**

##### **Unit 1: Introduction to Financial Services**

##### **Unit 2: Merchant Banking Services**

##### **Unit 3: Mutual Funds**

##### **Unit 4: Insurance Services**

##### **Unit 5: Leasing and Hire Purchase Services**

##### **Unit 6: Credit Rating**

##### **Unit 7: Book Building and Bought Out Deals**

##### **Unit 8: Securitization**

##### **Unit 9: Depository Services**

##### **Unit 10: Factoring Services**

##### **Unit 11: Venture Capital Financing**

##### **Unit 12: Credit Cards**

#### **Unit 1 Introduction To Financial Services**

Meaning and Concept of Financial Services, Features and Functions of Financial Services, Classification of Financial Services, Traditional Financial Services, Modern Financial Services, Evolution of Financial service sector in India, Challenges to Indian financial sectors

#### **Unit 2 Merchant Banking**

Introduction to Merchant Banking Meaning, Nature and Scope of Merchant Banking Historical Evolution of Merchant Banking, Role and Responsibility of Merchant Banker, Project counselling and Pre-investment Studies, Credit Syndication and Project Finance, Issue Management and underwriting Portfolio Management Venture Capital Merchant Banking in

India, Evolution of Merchant Banking in India, Categories of Merchant Bankers, Regulation of Merchant Banking in India Code and Conduct for Merchant Bankers in India

### **Unit 3 Mutual Funds**

Concept and Advantages of Mutual Funds, Origin of Mutual Funds, History of mutual funds in India, Types of Mutual Funds Schemes, Schemes According to Maturity Period:, Schemes According to Investment Objective: Schemes According to Geographical Location Other Schemes Structure of Mutual Funds in India Overview and Growth of Indian Mutual Funds Industry Regulatory Framework for Mutual Funds in India

### **Unit 4 Insurance Services**

Meaning and Importance of Insurance Services, Basic Principles of Insurance, Historical Evolution of Insurance Sector, Types of Insurance, Life Insurance, General Insurance, Risk Appraisal in Life Insurance, Regulatory Framework for Insurance in India

### **Unit 5 Leasing And Hire Purchase Services**

Introduction to Leasing, Concept and Meaning of Leasing, Essential Elements of a Lease contract, Development of Leasing Services in India Classification Lease Advantages and Disadvantages of Leasing Legal Aspects of a Lease Contract Financial Evaluation of Lease Contract, Lease Accounting In India, Introduction to Hire Purchase, Meaning and Features of Hire Purchase agreement, Advantages and Disadvantages of Hire Purchase agreement, Difference Between Leasing and Hire Purchase

### **Unit 6 Credit Rating Services**

Concept of Credit rating, Historical background of credit rating, Factors affecting credit rating, Scope of credit rating, Functions of credit rating agencies, Types of credit rating Credit rating process, Corporate credit rating methodology, Credit rating agencies in India, Regulation of credit rating agencies in India

### **Unit 7 Book Building**

Meaning of Book Building, Book Building Mechanism in India, Process of Book building, Types of Book building Process, Difference between Fixed price issue

and Book building, SEBI Guidelines for Book building, Benefits of Book building, Concept of Bought out deals, Mechanisms of Bought out deals, Advantages of bought out deals

### **Unit 8 Securitization**

Concept and definition of Securitization, Need for Securitization, Parties involved in Securitization Process, Mechanism of Securitization, Benefits of Securitization, Securitization in India

### **Unit 9 Depository Services**

Concept of Depository, Constituents of Depository System Mechanism of Depository system Advantages of Depository system Depository Services in India Key Features in Depository System In India, National Securities Depository Limited (NSDL), Central Securities Depository Limited (CSDL)

### **Unit 10 Factoring Services**

Introduction to Factoring Services, Concept of factoring, Characteristics of factoring, Mechanism of Factoring, Advantages and Disadvantages of factoring services Classification of Factoring Services Recourse and Non-recourse Factoring Domestic and Export Factoring Conventional or Full Factoring Factoring services in India Concept of Forfeiting Services Difference Between Factoring and Forfeiting

### **Unit 11 Venture Capital Financing**

Introduction to Venture Capital Financing, Concept and Nature of Venture Capital, Features of Venture Capital, Stages of Venture Capital financing Seed or Early Stage, Start-up Stage, Expansion Stage, Second Round Financing, Later Stage Financing, Process of Obtaining Venture Capital Venture Capital financing in India, Venture Capital Regulation in India

### **Unit 12 Credit Cards**

Introduction to Credit Cards Concept Features and Origin of Credit Cards Credit Cards Operation Cycle Credit Card Transaction Payment options for Credit Cards Types of Credit cards Advantages of Credit Cards Disadvantages of Credit Cards, Major Global Player in Credit Cards, Credit card Market in India, Difference between Credit Card and Debit Card, Credit Cards Frauds

## **FMG 304**

### **SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**

**Unit 1:** Introduction to Security Analysis & Portfolio Management

**Unit 2:** Financial Markets & Institutions

**Unit 3:** Investment Avenues in India

**Unit 4:** Analysis of Risk And Return

**Unit 5:** Fundamental Analysis Part A: Economic Analysis

**Unit 6:** Fundamental Analysis Part B: Industry Analysis

**Unit 7:** Fundamental Analysis Part C: Company Analysis

**Unit 8:** Technical Analysis

**Unit 9:** Behavioural Finance Anomalies

**Unit 10:** Valuation of Shares and Business

**Unit 11:** Fixed Income Securities Valuation  
**Unit 12:** Portfolio Management : Analysis selection  
Revision & Evaluation  
**Unit 13:** Theories of Portfolio Management  
**Unit 14:** Derivatives  
**Unit 15:** Investments And Tax Planning  
**Unit 16:** Mutual Funds, Insurance & Commodities

**Unit 1 Introduction To Security Analysis And Portfolio Management**

The Investment Process, Investment versus Financing, Investor Life Cycle, Guidelines for Investment Decisions

**Unit 2 Financial Markets And Institutions**

Structure of the Indian Financial System, Financial Markets, Money Markets, Financial Services

**Unit 3 Investment Avenues In India**

Objectives of Investment, Investment Attributes, Analysis of different Investment Avenues.

**Unit 4 Analysis Of Risk And Return**

Types of Risks, Relationship between Risk and Return, Measurement and Diversification of Risk, Risk Adjusted Models

**Unit 5 Fundamental analysis Parta: Economic Analysis**

Application of Fundamental Analysis, Phases of Fundamental Analysis, Economic Indicators, Economic Forecasting Techniques

**Unit 6 Fundamental analysis Part B: Industry Analysis**

The Industry Analysis Process, Industry Life Cycle and Business Cycles, Financial Aspect of Industrial Analysis, Porter's Five Forces Model, Industry Classification

**Unit 7 Fundamental Analysis Part C: Company Analysis**

Need and Significance of Company Analysis, Study of Financial Statements, Ratio analysis and other Techniques of Company Analysis, Measures of Value Addition

**Unit 8 Technical analysis**

Fundamental V/s Technical Analysis, Tools of Technical Analysis, Trend Analysis, Charting Techniques and Modern Development in Technical Analysis

**Unit 9 Behavioral Finance Anomalies**

Differences between Traditional Finance and Behavioural Finance, Investor Biases, Taxonomy of Behavioural Risk, Behavioural Portfolio, Applications of Behavioural Finance Theory, Behavioural Finance and Market Efficiency and Critiques of Behavioural Finance.

**Unit 10 Valuation Of Shares And Business**

Techniques of Valuation of Shares, Asset Based Valuation, Dividend Yield, Earnings Yield, Fair Value, Discounted cash Flow Techniques and Theoretical Techniques of Valuation.

**Unit 11 Fixed Income Securities Valuation**

Components of Debt Market, Valuation of Debt and Bonds, Bond Risk Analysis and Credit Rating Process of Bonds.

**Unit 12 Portfolio Management: Analysis, Selection, Revision And Evaluation**

Phases, Notions and Principles of Portfolio Management

**Unit 13 Theories Of Portfolio Management**

Modern Portfolio Theory-Markowitz Model, Efficient Portfolio, Sharpe and Treynor's Ratio

**Unit 14 Derivatives**

Options, Futures, Black Scholes, Binomial Distribution Models and other Option Pricing Models, Index Futures and Swaps.

**Unit 15 Investments And Tax Planning**

Tax Aspects of Investments, Deductions u/s 80, Securities Transaction Tax (STT), Capital Gains Tax, and Capital Gain Bonds.

**Unit 16 Mutual Funds, Insurance And Commodities**

Classification of Mutual Funds, Performance Evaluation of Managed Portfolio by empirical Tests, Mutual Fund Ratings, Commodities, Real Estate and Insurance.

**MBA: SECOND YEAR (SEMESTER III)  
HUMAN RESOURCE MANAGEMENT GROUP**

**HRM 301**

**Organisational Change and Development**

**Unit 1** An Overview and Introduction to Organisational Development

**Unit 2** An Introduction to Planned Change

**Unit 3** Models of Change

**Unit 4** Process of Organisational Development

**Unit 5** Entering, Contracting and Diagnosing Organisation

**Unit 6** Designing of Interventions

**Unit 7** Team and Group Interventions

**Unit 8** Comprehensive Interventions

**Unit 9** Structural Interventions

**Unit 10** Implementation and Assessment of OD

**Unit 11** Issues and Ethics in Consultant – Client Relationship

**Unit 12** Future Trends in Organization Development

**Unit 1: An Overview And Introduction To Organisational Development**

Defining Organisation Development, Nature and Scope of Organisation Development, Features of Organisation Development, Characteristics of Organisation Development, Objectives of Organisation Development, Assumptions, Values and Belief in Organisation Development, Organisation Development Assumptions, Values and Belief of Organisation Development, System Theory of Organisation Development, Nature of System, Congruence among System Elements, Socio-Technical System Theory and Open System Planning, Implications of Organisation Development Values

**Unit 2: An Introduction To Planned Change**

Meaning of Change, Stimulating Forces for Change, External Forces, Internal Forces, Change Programmes, Individual Level Change, Group Level Change, Organisational Level Change, Managing Planned Change, Planning for Change, Assessing Change Forces, Implementing Change

**Unit 3: Models Of Change**

Characteristics of Effective Change Programmes, Models of Change, Systems Model of Change, Lewin's Force Field Analysis Model, The Continuous Change Process Model, Change and Transition Management Model, Organisational Growth Model

**Unit 4: Process Of Organisational Development**

The Evolution of Organisation Development, Why is change needed in organisation?, Meaning of Change Agents, Types of Change Agents, Characteristics of Successful Change Agents, Levels of Change Leadership Skills, Advantages and Disadvantages of

Internal and External Change Agents, Steps in organisation development process, Process Consultation, The Process of Organisation Development

**Unit 5: Entering, Contracting And Diagnosing Organisation**

General Model of Planned Change, Entering, Contracting and Diagnosis, Managing the Process, Problem Identification and Diagnosis, Planning Strategy for Change, Intervening in the System, Evaluation and Making Modifications, Action Research: A Process and an Approach, History of an Action Research, Varieties of an Action Research

**Unit 6: Designing Od Interventions**

Organisation Development Intervention- Need and Nature, Characteristics of Organisation Development Interventions, Classification of OD Interventions, Structural Intervention, Designing Organisational Structures, Principles of Organisation Structure, Departmentalization, Decentralisation and Centralisation, Strategic Interventions, Sensitivity Training, Team Building.

**Unit 7: Team And Group Interventions**

Team Building, Team Interventions, Broad Team Building Interventions, Varieties of Team Building Interventions in a Formal Group, A Gestalt Approach to Team Building, Inter Group Interventions, Third Party Peacemaking Interventions, Personal Interventions, Interpersonal and Group Process Interventions

**Unit 8: Comprehensive Interventions**

Steps in Organisational Development Interventions, Comprehensive OD Interventions, Beckhard's Confrontation Meetings, Strategic Management Activities Grid Organisation Development, Process of Grid Organisation Development, Evaluation of Grid Organisation Development, Trans-organisational Development

**Unit 9: Structural Interventions**

Selected Structural Intervention

**Unit 10: Implementation And Assessment Of OD**

Organisation Assessment, Basic Components of Assessment of OD, Criteria for Assessment, Measurement, Prerequisites to Success of OD, Failures in OD Efforts, Assessment of OD and Change in Organisational Performance, Goal Setting,

Performance Appraisal, Reward Systems, Impact of OD, Key Points for Implementation of OD

### **Unit 11: Issues And Ethics In Consultant – Client Relationship**

The Client System, Issues, Entry and Contracting, Trust Issues, Nature of the Consultant's Expertise, Diagnosis and Appropriate Interventions, Depth of Intervention, Consultants as a Model, Action Research and the OD Process, Implications of OD for the Client, Power and Control Issues in Organisations, The

Concept of Organisational Politics, Implication of Power and Politics for the Practice of OD, Ethics in OD

### **Unit 12: Future Trends In OD**

Future Trends, Macro system Trends, Interpersonal Trends, Individual Trends, The Future of OD, Embrace Transformative Change for Relevance of OD in Modern Organisations

## **Human Resource Planning HRM 302**

**Unit 1** An Overview to Human Resource Planning & Corporate Objectives

**Unit 2** Human Resource Planning: Process, Tools & Techniques

**Unit 3** Relationship between HRM, HRP & HRD

**Unit 4** Human Resource Development- Concept & Nature

**Unit 5** Evolution & Functions of Human Resource development

**Unit 6** Challenges to HRD Professionals

**Unit 7** Job Analysis - Design and Process

**Unit 8** Human Resource Development

**Unit 9** Recruitment

**Unit 10** Selection

**Unit 11** Induction and Placement

**Unit 12** Performance Evaluation

### **Unit 1: An Overview to Human Resource Planning & Corporate Objectives**

Defining Human Resource Planning, Nature and Scope of Human Resource Planning, Nature of Human Resource Planning, Scope of Human Resource Planning, Features of Human Resource Planning, Need of Human Resource Planning, Factors Affecting Human Resource Planning, The process of Strategic Planning, Organisational Strategy and Human Resources, Human Resource as Core Competency, Organisational Culture and HR Strategy, Industry life Cycle and HR Strategy, Linking Organisational strategies and HR plans

### **Unit 2: Human Resource Planning: Process, Tools & Techniques**

The Process of Human Resource Planning, Forecasting Demand: Nature, Factors, Techniques and Approaches, Forecasting Demand, External Environmental Challenges, Techniques and Approaches to Forecasting, Quantitative Approaches, Qualitative Approaches, Forecasting Supply: Nature & Techniques, Internal Sources, External Sources, Determining Manpower Gaps, Barriers to HRP

### **UNIT 3: Relationship Between HRM, HRP & HRD**

Defining Human Resource; Planning By Considering Towards a Geometry of Human Resources; Human Resource Planning, Human Resource Administration, Human Resource Development, Industrial Relations, Human Resource Information System, Human Resource Management, The Relationship between Human Resource Management and HRD/Training, Primary HRM Functions, Secondary HRM Functions, Line versus Staff Authority

### **Unit 4: Human Resource Development- Concept & Nature**

Human Resource Development (HRD); Rationale of HRD, Significance of Human Resource Development, Important Aspects of HRD, An Overview on Need for HRD, Need for HRD, Need for HRD in the Indian Context

### **Unit 5: Evolution & Functions of Human Resource development**

Evolution of Human Resource Development (HRD), Early Apprenticeship Training Programs, Early Vocational Education Programs, Early Factory Schools, Early Training Programs for Semiskilled and Unskilled Workers, The Human Relations Movement, The Establishment of the Training Programme; Emergence of Human Resource Development, HRD Concept and Philosophy, Training and HRD, Significance of Human Resource Development, Human Resource Development Functions Training and Development (T&D), Organisation Development, Career Development, Strategic Management and HRD, The Supervisor's Role in HRD, Roles of an HRD Professional, The HRD Executive/ Manager, Other HRD Roles for HRD Professionals

### **Unit 6: Challenges to HRD Professionals**

The Vision of Human Resource Development, Steps to Gain Top Management Support, Problems of HRD and Challenges for Future, Challenges to Organisations and to HRD Professionals, Changing

Workforce Demographics, Competing in a Global Economy, Eliminating the Skills Gap, The Need for Lifelong Learning, Facilitating Organisational Learning

#### **UNIT 7: Job Analysis - Design & Process**

Concept of Job analysis, Components of Job Analysis, Process of Job Analysis, Methods of Job Analysis, Job Description and Job Specification, Uses of Job Analysis, Job Design

#### **Unit 8: Human Resource Development**

Human Resource Development, Need of HRD, Scope of HRD, HRD Practices in Indian Organization, Training, Education and Development Functions

#### **Unit 9: Recruitment**

Nature and Purpose of Recruitment, Role Profiles for Recruitment Purposes, Recruitment Process,

Recruitment Techniques, Effective Recruiting, Summary, Key Terms, Questions and Exercise, Further Reading and References,

#### **Unit 10: Selection**

Selection, Differences between Recruitment and Selection, Selection Process: Steps in Selection Procedure, Types of Interviews, Steps in Interview Process

#### **Unit 11: Induction and Placement**

Employee induction, Objectives of Employee Induction, Steps in Induction Program, Placement, Induction and Placement: Requisites & Problems

#### **Unit 12: Performance Evaluation**

Performance Appraisal, Meaning and Definition, Objectives of Performance Appraisal, Methods of Performance Appraisal, Performance Management System, Problems with Performance Appraisal

### **HRM 303**

#### **MANAGING INTERPERSONAL & GROUP PROCESSES**

**Unit 1** Groups Formation, Development and their impact on organisational processes

**Unit 2** Group Dynamics

**Unit 3** Interpersonal Processes

**Unit 4** Organisational Power and Influence in Organisation

**Unit 5** Organisational Culture and its change

**Unit 6** Managing Interpersonal and Group Processes for Organisational Change and Development

**Unit 7** Group Decision Making

**Unit 8** Inter Group Conflicts and their Resolution

**Unit 9** Managing group processes in organisation with diversities & working in International environment

**Unit 1** Groups Formation, Development and their impact on organisational processes

Group and their formation in organisation, Types of Groups and their characteristics, Group Structures, norms and Control systems, Intra-group processes, Impact of Group Working on organisational outcomes

#### **Unit 2 Group Dynamics**

Group and their formation in organisation, Types of Groups and their characteristics, Group Structures, norms and Control systems, Intra-group processes, Impact of Group Working on organisational outcomes

#### **Unit 3 Interpersonal Processes**

Communication as main interpersonal processes and its influence on outcome, Interpersonal processes and their influence on outcome, Factors impacting communication effectiveness in organisations, Management of Interpersonal communication within organisation and within teams

**Unit 4 Organisational Power and Influence in Organisation**

Power in organisation, their use for control and functioning, Dysfunctional impact of power and influence in organisations, Influence processes in organisations

#### **Unit 5 Organisational Culture and its change**

Organisational a cultural system, National culture and its impact on Organisational Culture, Formation of culture in organisations, Influence of organisational culture on various organisational Processes

**Unit 6 Managing Interpersonal and Group Processes for Organisational Change and Development**

Theories of Organisational Change Stages of successful change, Group Change, Organisational change and methods of organisational change, Summary, Key Terms, Questions & Exercises, Further Reading and Reference

#### **Unit 7 Group Decision Making**

Group Decision Making; its advantages and disadvantages, Techniques for Group Decision-Making, Individual Versus Group Decision Making, Summary, Key Terms, Questions & Exercises, Further Reading and Reference

#### **Unit 8 Inter Group Conflicts and their Resolution**

Conflicts & their sources, Types of Conflicts & their classification, Consequences of Conflict, Management of Conflict & Styles of Conflict Resolution, Summary,

Key Terms, Questions & Exercises, Further Reading and Reference

**Unit 9 Managing group processes in organisation with diversities & working in International environment**

Diversity in the Workplace: Benefits, Challenges, and its management, Challenges in managing Generation Differences, Summary, Key Terms, Questions & Exercises, Further Reading and Reference

**HRM 304**

**INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**Unit 1** International Business and International Human Resource Management

**Unit 2** Culture in International Human Resource Management

**Unit 3** Comparative Human Resource Management in the Global Enterprise

**Unit 4** Recruitment and Selection by Multinationals

**Unit 5** Expatriate Training & Development

**Unit 6** International Compensation Management

**Unit 7** Global employment law and labor relations

**Unit 8** IHRM Frontiers and Corporate HR Strategies for Competitive Advantage

**Unit 4 Recruitment and Selection by Multinationals**

Types of Assignments, Recruitment and Selection of Expatriates, International labour market sources, Attracting international managers, Process of selecting expatriates, Selection Tests, Expatriates' success factors, Adaptability to cultural change, Human Resource Outsourcing

**Unit 5 Expatriate Training & Development**

Special features of Training and Development in International Businesses, Management Philosophy and Training, Developing an International Mindset, Pedagogy of International Training, Types of Cross Cultural Training Effectiveness of Cross Cultural Training of Expatriates, Emerging Themes in Expatriate Training and Development, Summary, Key Terms, Questions & Exercises, Further Reading and Reference

**Unit 6 International Compensation Management**

Factors influencing compensation programmes, Constitution of total compensation package, Approaches to international compensation, Cultural impact and compensation policy, The impact of culture and Performance Management Systems, Summary, Key Terms, Questions & Exercises, Further Reading and Reference

**Unit 7 Global employment law and labor relations**

Factors influencing compensation programmes, Constitution of total compensation package, Approaches to international compensation, Cultural impact and compensation policy, The impact of culture and Performance Management Systems, Summary, Key Terms, Questions & Exercises, Further Reading and Reference

**Unit 8 IHRM Frontiers and Corporate HR Strategies for Competitive Advantage**

Contemporary organisation theory and leading change, The New Frontiers of International Human Resource Management, Capabilities for global strategy, Emerging trends and issues, Summary, Key Terms, Questions & Exercises, Further Reading and Reference

**Unit 1 International Business and International Human Resource Management**

Concept of International Human Resource Management, Different approaches of International Human Resource Management, Ethnocentric Approach, Poly-centric Approach, Regino-Centric Approach, Geo-Centric Approach, Dimensions of International Human Resource Management, Difference between domestic and International Human Resources Management, Issues and Challenges in International Human Resource Management

**Unit 2 Culture in International Human Resource Management**

Culture - The most important issue in International Human Resource Management, Elements of Culture: Attitude and Values, Determinants of Culture, Social Structure, Individuals and Groups, Religious and Ethical Systems, Education, Aesthetics, Impact of Culture on International Human Resource Management, Cross Cultural Theories, Hofstede's Dimension Theory, Hofstede's Contribution to International Management, Trompenaars & Hamden Turner's Seven Dimensions, Kluckhohn & Strodtbeck's Cultural Dimensions, Hall's Cultural Dimensions, The GLOBE Project's Nine Dimensions of Culture, Ethics Across Cultures, Role of HR in Maintaining Ethical Policies & Behaviour

**Unit 3 Comparative Human Resource Management in the Global Enterprise**

Globalisation and Human Resource Management, The Importance of Context, Difference in HRM Practices, Factors affecting HR Practices, External Factors, Internal Factors, Transfer of HR Policies and Practices

**MBA: SECOND YEAR (SEMESTER III)  
MARKETING GROUP**

**MKG 301  
MARKETING RESEARCH**

**Unit 1:** Introduction to Marketing Research  
**Unit 2:** Problem Definition  
**Unit 3:** Research Design  
**Unit 4:** Sampling Design  
**Unit 5:** Measurement and Scaling Techniques  
**Unit 6:** Questionnaire Design  
**Unit 7:** Quantitative Data Analysis  
**Unit 8:** Report Writing

**Unit 1: Introduction To Marketing Research**

Research Objectives, Marketing Research, Classification of Marketing Research, Process of Marketing Research, Problem Definition, Approach Development, Research Design Formulation, Field Work and data collection, Data Analysis, Report Preparation, Marketing Research Industry, Marketing Research Service providers.

**Unit 2: Problem Definition**

Problem Definition, Importance of Problem Definition, Selection of the Problem, Understanding the Problem, Self Questioning by Researcher while Defining the Problem.

**Unit 3: Research Design**

An Overview, Need for Research Design, Types of Research Design, Exploratory Research, Characteristics of Exploratory Stage, Hypothesis Development at Exploratory Research Stage, Formulation of Hypothesis in Exploratory Research, Secondary Data, Qualitative Research, Descriptive Research Design, Types of Descriptive Studies, Survey, Observation Studies, Difference between Exploratory Research and Descriptive, Research, Causal Research Design.

**Unit 4: Sampling Design**

Sampling, An Introduction, Distinction between Census and Sampling, Steps of Sampling Design, Characteristics of a Good Sample Design, Types of Sample Design, Probability Sampling Techniques, Non probability Sampling Techniques, Distinction between Probability Sample and Non probability Sample, Fieldwork, Errors in Sampling, Sampling Error, Non-sampling Error, Sampling Frame Error, Non-response Error, Data Error, Sampling Distribution.

**Unit 5: Measurement And Scaling Techniques**

Measurement Scales: Tools of Sound Measurement, Nominal Scale, Ordinal Scale (Ranking Scale), Interval Scale, Ratio Scale, Techniques of Developing Measurement Tools, Scaling – Meaning, Comparative and Non-comparative Scaling Techniques, Comparative Scaling Techniques, Non-comparative Scale, Criteria for the Good Test, Reliability Analysis, Validity Analysis.

**Unit 6: Questionnaire Design**

Questionnaire, Characteristics of good questionnaire, The steps preceding questionnaire design, Process of questionnaire design, Choose the method(s) of reaching target respondents, Decide on question content, Develop the question wording, Disadvantages are also present when using such Questions, Closing questions, Physical appearance of the questionnaire, Piloting the questionnaires.

**Unit 7: Quantitative Data Analysis**

The Process of Quantitative Data Analysis, Review, Coding survey data, Data Entry, Data Analysis using Descriptive Statistics, Descriptive statistics, Frequency, Central tendency, Mode, Median, Mean, Dispersion measures, Range, Variance, Standard deviation, Data Analysis using Inferential Statistics, Statistical testing process, Hypothesis, Level of confidence, Chi-square tests, Analysis of Qualitative Data Content, Consumer segments, Consumer behavior processes, Comparing and contrasting consumer traits, Development of hypotheses, Analysis of ethnographic and observational research data.

**Unit 8: Report Writing**

Characteristics of Research Report, Substantive Characteristics, Semantic Characteristics, Significance of Report Writing, Techniques and Precautions of Interpretation, Basic Analysis of “Quantitative” Information, Basic Analysis of “Qualitative” Information, Interpreting Information, Precautions, Types of Report, Oral Report, Written Report, Preparation of Research Report, How to Write a Bibliography?, Style, Layout and Precautions of the Report writing, Style of Report Writing, Layout of the Report, Precautions in Report Writing.



**MKG 302**  
**ADVERTISING & SALES PROMOTION**

**Unit 1:** Introduction, Concept and Objectives of Integrated Marketing Communication

**Unit 2:** Different Elements of Promotional Mix, Determining The Promotional Mix

**Unit 3:** The Concept, Role and Functions of Advertising, Setting Advertising Objectives

**Unit 4:** 5M's of Advertising

**Unit 5:** Direct Marketing and Database Marketing: Role, Functions, Application and Comparative Advantages.

**Unit 6:** Advertising Budget, Different Methods of Setting Advertising Budget

**Unit 7:** Personal Selling - Role, Functions and Integration with Advertising and Sales Promotion.

**Unit 8:** Media/Advertising Agencies and Their Role in Integrated Marketing Communication

**Unit 9:** Media Planning and Strategy

**Unit 10:** Sales Promotion

**Unit: Introduction, Concept and Objectives of Integrated Marketing Communication**

Introduction to Integrated Marketing Communication, The concept of Integrated Marketing Communication, Definition of Integrated Marketing Communication, The Need of Communication in Marketing, The Process of Marketing Communication, Marketing Communication Mix.

**Unit 2: Different Elements of Promotional Mix, Determining The Promotional Mix**

Introduction to Promotional Mix, Advertising, Direct marketing, Sales Promotion, Personal selling, Publicity, Public Relations, Determining Promotional Mix

**Unit 3: The Concept, Role and Functions of Advertising, Setting Advertising Objectives**

Introduction to advertising, Definition of Advertising, Advertising as a Tool of Communication, Objectives of Advertising, Role of Advertising, Functions of Advertising, Setting Advertising Objectives, DAGMAR Approach, Assessment and Criticism of DAGMAR Approach

**Unit 4: 5M's of Advertising**

Introduction, Mission, Money, Message, Message evaluation and selection, Message execution -Media, Measurement

**Unit 5: Direct Marketing and Database Marketing: Role, Functions, Application and Comparative Advantages.**

Introduction & The Concept of Direct Marketing, Characteristics of Direct Marketing, Benefits of Direct Marketing, Channels of Direct Marketing, Introduction to Database marketing, History & Concept of Database marketing, Difference between Direct & Data Base Marketing, Growth and evolution of database marketing

**Unit 6: Advertising Budget, Different Methods of Setting Advertising Budget**

Introduction of Advertising Budget, Procedure of Budgeting, Allocation of Advertising Budget, Approaches for Determine the size of Budget., Top-Down Approach or Affordable Method., Bottom-Up Approach or Build-Up Approach.

**Unit 7: Personal Selling Role, Functions and Integration with Advertising and Sales Promotion.**

Introduction, The Nature of Personal Selling, The new role of personal selling, Relationship marketing, The Costs of Personal Selling, Personal Selling Responsibilities, The Scope of Personal Selling, The Role of Personal Selling in advertising and sales promotion, Determining the Role of Personal Selling, Advantages and Disadvantages of Personal Selling, Integration of personal selling with different tools, Combining of personal selling and public relation, Combining of personal selling and direct marketing, Combining of personal selling and sales promotion, Combining of personal selling and internet

**Unit 8: Media/Advertising Agencies and Their Role in Integrated Marketing Communication**

Introduction, Advertiser, Media Organization, Advertising Agency, Types of Advertising Agency, Full Service Agency, Creative Services, Management and Finance, Other Types of Services

**Unit 9: Media Planning and Strategy**

Introduction, Print Media, Newspapers, Magazines, Out of Home Media

**Unit 10: Sales Promotion**

Introduction, Concept of Sales Promotion, Purpose of Sales Promotion, Objectives of Sales Promotion, Rationale of Sales Promotion, Types of Sales Promotion, Consumer Promotion Tools, Trade Promotion Tools

**MKG303**  
**INDUSTRIAL MARKETING**

Master of Business Administration (P79)

**Unit 1:** Basic Of Industrial Marketing  
**Unit 2:** Understanding Industrial Markets  
**Unit 3:** Economic Issues In Industrial Marketing  
**Unit 4:** Industrial Buying Behaviour  
**Unit 5:** Buyer And Seller Relationship  
**Unit 6:** Market Intelligence  
**Unit 7:** Industrial Marketing Research  
**Unit 8:** Strategy Planning In Industrial Markets  
**Unit 9:** Product Development Strategy  
**Unit 10:** Industrial Services  
**Unit 11:** Industrial Goods  
**Unit 12:** Pricing In Industrial Marketing  
**Unit 13:** Industrial Distribution Channel  
**Unit 14:** Industrial Marketing Logistics  
**Unit 15:** Sales Force Management In Industrial Marketing  
**Unit 16:** Sales Promotions In Industrial Marketing  
**Unit 17:** Personal Selling And Advertisement

**Unit 1: Basic Of Industrial Marketing**

Reason for understanding the concept of industrial marketing, Attributes of Marketing Strategy, Concept of Industrial Marketing, Definition of Industrial Marketing, Types of Product, Industrial Product, Industrial Process Exchange, Types of Industrial Customers, Commercial Enterprises, Industrial Distributors and Dealers, Original Equipment Manufacturers (OEMs), Government Customers, Institutions, Cooperative Societies

**Unit 2: Understanding Industrial Markets**

Industrial versus Consumer Markets, Market Structure, Marketing Perspective, Customer Behaviour, Industrial Marketing landscape, Industrial Development in India, Current trends in Indian Industrial market, Elements of Industrial Development Strategy

**Unit 3: Economic Issues In Industrial Marketing**

Derived Demand, Value Chain of Derived Demand, Ripple Effect of Derived Demand, Derived Demand Marketing, Fluctuating Demand, Joint Demand, Stimulating Demand, Cross-Elasticity of Demand, Effect of cross elasticity of demand on market, Pricing Policy, Inelastic Demand, Purchasing / buying Orientation, Purchasing Orientation, Buying Orientation, Procurement Orientation, Supply Management Orientation, Types of Purchasing Process

**Unit 4: Industrial Buying Behaviour**

Organisational Buying, Features of Organisational Buying, Types of buying Situation, Straight Rebuy, Modified Rebuy, New task, System buy, Buying Center Concept, The Buying Decision Process, Buying Mode, The Sheth Model, The Webster and Wind Mode, Vendor Analysis, Vendor Performance Rating

**Unit 5: Buyer And Seller Relationship**

Conceptual model of the study, Interaction of Representative, Buyer perception of Sales Representative, Buyer behavior towards sales representative, Buyer-Seller relationship, Types of Relationship, Transactional Exchanges, Value-Added Exchanges, Collaborative Exchange, Reciprocal Marketing, Characteristics of customers and markets, Technological Contributions, Dependence, Purchasing Orientations, Sales Potential, The Spectrum of Buyer-Seller Relationships

**Unit 6: Market Intelligence**

Market opportunity analysis framework, Market Intelligence System, What Market Intelligence system, Benefits of Market Intelligence, Key Elements of Market Intelligence Information, Information Management Processes, Intelligence Development Processes, Purpose of Market Intelligence, Market entry and market expansion studies, Market Intelligence vs Market Research

**Unit 7: Industrial Marketing Research**

Definition, Uses of Industrial Marketing Research, Studying the business trends, New Product Studies, Sales quota determination and DD forecasting, Market potential and market share analysis, Differences in Industrial and Consumer Marketing Research, Industrial Marketing Research Process, The Sampling Plan, Sampling methods, Probability Sampling Methods, Non-probability Sampling Methods

**UNIT 8: STRATEGY Planning IN INDUSTRIAL**

**MARKETS** Strategy planning in Industrial Markets, Segmentation and Market Selection, Segmentation criteria, Micro & Macro variables for segmenting market, Targeting and Positioning, Choosing a Targeting Strategy, Undifferentiated Marketing, Differentiated Marketing, Concentrated Marketing, Customized Marketing, Positioning, Developing a Positioning Strategy, Decision Support System, Attributes of a DSS, Characteristics of a DSS, Benefits of DSS

**Unit 9: Product Development Strategy**

Developing product strategy, Product Policy, New Product Development, Define product, Identify market needs, Identify key issues and approaches, Idea Generation, Idea Screening, Concept development & testing, Business Analysis, Product Development, Marketing Testing, Commercialization, Industrial Product Life Cycle, The Introductory Stage, Growth, The Maturity Stage, The Decline Stage, Product Evaluation, Perceptual Mapping

**Unit 10: Industrial Services**

Industrial Services, E-business, Out Sourcing, Innovation, Manufacturing growth, Characteristics of services, Strategic Assessment, Factors in Strategic Assessment, Service Strategy, Value Creation, Service Assets, Service Provider Types, Defining the market, Developing offerings, Service Portfolio Management, Business Relationship Management, Demand Management, Financial Management

**Unit 11: Industrial Goods**

Industrial Product, Types of Industrial Goods and Services, Processed Materials, Capital Items, Supplies and Services, Marketing Implications, Material and Parts Products, Standard Products, Marketing Strategy, Capital Items –Supplies, Services

**Unit 12: Pricing In Industrial Marketing**

Pricing Environment, Characteristics of Price, The Pricing Process in Industrial Marketing, Factors affecting industrial pricing decision, Pricing Objectives, Market Skimming, Market Penetration, Product Differentiation, Other pricing objectives, Demand Conditions, Cost Condition, Pricing Policies, Competitive Analysis, Government Regulations, Pricing Strategy, Introductory Stage, Market Skimming Strategy:, Market Penetration Strategy:, Pricing Strategy at Growth stage, Pricing Strategy at Maturity stage, Pricing Strategy at Decline Stage

**Unit 13: Industrial Distribution Channel**

Marketing Channels Physical Distribution, Factors Affecting the Nature of Industrial Channels, Geographic Distribution, Channel Size, Characteristics of Intermediaries, Mixed System, Structure of Industrial Channel, Direct Channel, Indirect Channel, Types of Industrial Middlemen/Intermediaries, Industrial Distributors (Dealers), Three Main/major Categories of Industrial Distributor:, Manufacturers' Representatives – Brokers, Value Added Reseller, The Channel Design Process, Controlling Channel Conflicts

**Unit 14: Industrial Marketing Logistics**

Logistics system / Physical distribution, Physical Supply, Physical Distribution, Just-in time (JIT)

system, The marketing logistics/physical distribution, Tasks of Physical Distribution, Total Cost Approach, Total Distribution Costs, The level of service provided to customers, Determining customer service level, Elements of Customer Service, Presale service, During- Sale service, Post-sale service, Impact of Marketing Logistics on Intermediaries, Role of Marketing Logistics

**Unit 15: Sales Force Management In Industrial Marketing**

Sales management means, Sales force management involves, Monitoring Efforts, Functions of Sales Force Management, Organize the sales force, Key account management, High Performing Account Managers, Sales Management, Selection, Training, Supervision – Motivation, Compensation, Evaluation and Control, Actionable Behaviour of sales manager, Characteristics of Good Sales Manager, Sales Manager being a team member, Qualities of Good Sales Person, The Future of Sales Management

**Unit 16: Sales Promotions In Industrial Marketing**

Meaning and Definition, Need for Sales Promotion, Methods of Sales Promotion, Trade Shows, Public Relations, Publicity – Catalogs, Promotional Letters, Samples, Sales Contests, Entertainment, Promotional Novelties, Demonstration, Direct Marketing, Direct Mail, Telemarketing, Online marketing channels

**Unit 17: Personal Selling And Advertisement**

Selling Process, Prospecting, Pre approach, Presentation, Closing of Sales, Post sale Services, Industrial Communication Programme, Effective Communication, Steps involved in Industrial Communication Programme, Determine the communication objectives, Identify the target audience, Determining the Promotional Budget, Developing Message Strategy, Select Appropriate Media, Evaluate the promotion's result, Promotional Integrated Programme, Role of advertising, Objectives Industrial Advertising, Create Awareness, Reaching Inaccessible Places, Improve sales, Reduce cost, Effectiveness of Advertising, Limitations of Industrial Advertisement

**MKG304****SERVICE MARKETING**

**Unit 1** Introduction to Service Marketing

**Unit 2** Service Marketing Environment

**Unit 3** Understanding Service Consumer Behaviour

**Unit 4** Marketing Mix for Service

**Unit 5** Service Product

**Unit 6** Pricing of Services

**Unit 7** Service Promotion

**Unit 8** Service Distribution

**Unit 9** People in Service

**Unit 10** Physical Evidence

**Unit 11** Service Process

**Unit 12** Managing Service Quality

**Unit 13** Managing Service Failure and Recovery

### **Unit 1 Introduction to Services Marketing**

Defining Services, Characteristics of Services, Intangibility, Inseparability, Variability, Perishability, Non-ownership, Scale of Market Entities, Molecular Model, Service Experience, Servicescape, Contact Personnel/Service Providers, Other Customers, Organizations and Systems, Need for Studying Services

### **Unit 2 Services Marketing Environment**

Importance of Scanning Environment, Types of Marketing Environment, The Macro/ External Environment, The Demographic Environment, The Economic Environment, The Ecological Environment, The Technological Environment, The Politico-Legal Environment, The Socio-Cultural Environment, The Micro Environment, Customers, Employees, Competitors, Business Partners/Collaborators, The Service Organization

### **Unit 3 Understanding Services Consumer Behaviour**

Customer Needs and Expectations, Customer Expectations, Decision Making Roles, Three Stage Model of Service Consumption, The Pre purchase Stage, Need Arousal, Information Search, Alternative Evaluation, Service Attributes, Perceived Risks, Service Expectations, Purchase Decision, The Service Encounter Stage, The Service Triad, The Service Organization, The Contact Personnel, The Customer, The Post-Encounter Stage, Customer Satisfaction with Service Experiences, Factors Influencing Consumer Behaviour

### **Unit 4 Marketing Mix for Services**

The Marketing Mix, Product, Price, Place, Promotion, Process, People, Physical Evidence

### **Unit 5 Service Product**

Service Product, The Concept of Service Product, Tangibility spectrum, Theodore Levitt's Total Product Concept, Product Life Cycle, Introduction, Growth, Maturity, Decline, New Service Development

### **Unit 6 Pricing of Services**

Pricing of Services, Price Perception of Services, Customer knowledge of service price, Service variability limits knowledge, Providers are unwilling to estimate the price, Individual customer need vary, Collection of price information is overwhelming in services, Prices are not visible, The role of non-monetary cost, Time costs, Search cost, Convenience costs, Psychological costs, Price as an indicator of quality, Approaches to Service Pricing, Cost based pricing, Competition based pricing, Demand based pricing, Four Meaning of Perceived Value, Pricing Strategies and Value, "Value is low price" - Pricing

Strategies, "Value is everything I want in a service" - Pricing Strategies, "Value is the quality I get for the price I pay" - Pricing Strategies, "Value is all that I got for all that I give" - Pricing Strategies

### **Unit 7 Service Distribution**

Service Distribution, Intermediaries in Service Distribution, Use of intermediaries in service industry, Role of intermediaries, Designing Effective Distribution Channel, Types of Intermediaries, Multiple channels, Factors Affecting Choice of Channels, Managing Channel Conflicts, Horizontal and Vertical Conflicts

### **Unit 8 Service Promotion**

Service Promotion, Developing Integrated Communication Program, Guidelines for Services Communication, Elements of Communication Mix, Advertising, Primary goals of advertising, Selection of Media, Public Relations, Tasks of Public Relations, Tools of an effective Public Relations design, Sales Promotion, Sales Promotion directed at customers, Sales Promotion directed at intermediaries, Designing Servicescapes

### **Unit 9 Service Process**

Service Process, Service Encounters Types of service encounters Service Blueprint, Role of service blueprint, Steps in Designing a Blueprint, Service Redesign and the Customer Role, Benefits of service blueprinting, Service Operations

### **Unit 10 People**

People in Services, Role of Employee / Internal Customers, Boundary spanning roles, Different Roles Played by Internal Customers, Understanding and Managing Customers, Higher customer participation, Clear-cut definition of customer jobs, Managing variety of customer profiles, Customer acquisition, education and training, and appreciation, Dealing with Difficult Customers, Education and background, Training and education of customer, Targeting the chosen segment, Customer retention strategies

### **Unit 11 Physical Evidence**

Physical Evidence, Service Evidence, Types of Service evidence, Service Evidence and Marketing, Managing Physical Evidence, Vocational perspective, Atmospheric and image perspective, Operational perspective, Consumer use perspective, Contact personnel perspective, Managing Physical Evidence as a Strategy, Corporate vision, mission and goal, Corporate strategy, Clarify roles of servicescapes, Planning the servicescapes, Customer response, Identify opportunity, Update and modernize

### **Unit 12 Managing Service Quality**

Defining Service Quality, Dimensions of Service Quality, Service Quality Models, Nordic Model, SERVQUAL Model, SERVPREF Model, Three-Component Model, The Antecedents Model, Gaps in Service Quality, The Service Quality Gap Model, Improving Service Quality

### **Unit 13 Managing Service Failure and Recovery**

Service Failures, Reason for Service Failure, Customer Response to Service Failure, Customer Complaint

Behaviour, Why Customers Complain?, Why Customers do not Complain?, Service Recovery, Customer Expectations from Service Recovery, Service Recovery Process, Acknowledge that the Service Failure has Occurred, Listen, Empathize and Ask Open Questions, Offer a Fair Fix to the Problem, Offer some Value added Atonement, Keep Your Promises, Follow-up, Elements of Effective Service Recovery System, Principles of Effective Service Recovery

## **MKG 304**

### **SERVICE MARKETING**

**Unit 1** Introduction to Service Marketing

**Unit 2** Service Marketing Environment

**Unit 3** Understanding Service Consumer Behaviour

**Unit 4** Marketing Mix for Service

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**Unit 8** Service Distribution

**Unit 9** People in Service

**Unit 10** Physical Evidence

**Unit 11** Service Process

**Unit 12** Managing Service Quality

**Unit 13** Managing Service Failure and Recovery

Organization, The Contact Personnel, The Customer, The Post-Encounter Stage, Customer Satisfaction with Service Experiences, Factors Influencing Consumer Behaviour

### **Unit 4 Marketing Mix for Services**

The Marketing Mix, Product, Price, Place, Promotion, Process, People, Physical Evidence

### **Unit 5 Service Product**

Service Product, The Concept of Service Product, Tangibility spectrum, Theodore Levitt's Total Product Concept, Product Life Cycle, Introduction, Growth, Maturity, Decline, New Service Development

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Service Distribution, Intermediaries in Service Distribution, Use of intermediaries in service industry, Role of intermediaries, Designing Effective Distribution Channel, Types of Intermediaries, Multiple channels, Factors Affecting Choice of Channels, Managing Channel Conflicts, Horizontal and Vertical Conflicts

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### **Unit 8 Service Promotion**

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Service Process, Service Encounter, Types of service encounters, Service Blueprint, Role of service blueprint, Steps in Designing a Blueprint, Service Redesign and the Customer Role, Benefits of service blueprinting, Service Operations

### **Unit 10 People**

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### **Unit 11 Physical Evidence**

Physical Evidence, Service Evidence, Types of Service evidence, Service Evidence and Marketing, Managing

Physical Evidence, Locational perspective, Atmospheric and image perspective, Operational perspective, Consumer use perspective, Contact personnel perspective, Managing Physical Evidence as a Strategy, Corporate vision, mission and goal, Corporate strategy, Clarify roles of services capes, Planning the services capes, Customer response, Identify opportunity, Update and modernize,

### **Unit 12 Managing Service Quality**

Defining Service Quality, Dimensions of Service Quality, Service Quality Models, Nordic Model, SERVQUAL Model, SERVPREF Model, Three-Component Model, The Antecedents Model, Gaps in Service Quality, The Service Quality Gap Model, Improving Service Quality

### **Unit 13 Managing Service Failure and Recovery**

Service Failures, Reason for Service Failure, Customer Response to Service Failure, Customer Complaint Behaviour, Why Customers Complain?, Why Customers do not Complain?, Service Recovery, Customer Expectations from Service Recovery, Service Recovery Process, Acknowledge that the Service Failure has Occurred, Listen, Empathize and Ask Open Questions, Offer a Fair Fix to the Problem, Offer some Value added Atonement, Keep Your Promises, Follow-up, Elements of Effective Service Recovery System, Principles of Effective Service Recovery

## **MBA: SECOND YEAR (SEMESTER III) MANUFACTURING MANAGEMENT GROUP**

### **MMG 301**

#### **MANUFACTURING STRATEGY**

**Unit 1** Manufacturing Strategy

**Unit 2** Business and Manufacturing Strategy

**Unit 3** Strategy Framework

**Unit 4** Strategic Choice

**Unit 5** Manufacturing Focus

**Unit 6** Manufacturing Systems

**Unit 7** Manufacturing Strategy and Systems

**Unit 8** Advance Manufacturing Systems

**Unit 9** Competing Through Manufacturing

**Unit 10** Strategic Fit

**Unit 11** Trade Offs In Manufacturing Strategy

**Unit 12** Capabilities

**Unit 13** Strategic Intent

**Unit 14** Core Competence

**Unit 15** Global Manufacturing Strategy

**Unit 16** Risk In Globalization

**UNIT 1:** Business strategy, government strategy or industrial strategy, corporate strategy, business strategy, functional strategy, facilities Strategy.

**UNIT 2:** Business strategy and functional Strategies, role and limitations of manufacturing in Business strategy formulation, Porter's 5 forces of competition.

**UNIT 3:** Threat of substitute products, bargaining power of buyers and suppliers, structural analysis and competitive strategy, possible approaches and strategy framework.

**UNIT 4:** Strategic choice, discussion of the generic strategies, risks of overall cost leadership, choice of strategy.

**UNIT 5:** Competitive advantage, creating value, overall value system, understanding manufacturing outputs, competing on the Basis of Outputs, need for manufacturing focus.

**UNIT 6:** Manufacturing systems, variables affecting manufacturing output, product variety and volumes, layout types, material flow.

**UNIT 7:** Manufacturing levers, job shop system, manufacturing levers in batch production and line production, volume/variety vs. Layout/flow matrix and product life cycles.

**UNIT 8:** Advance manufacturing system, product life cycles, BCG matrix, competing through manufacturing.

**UNIT 9:** Competing through manufacturing, transitioning through the stages 1-3, jump to stage 4.

**UNIT 10:** Strategic Fit, First, second and third Order Fit, Example of Strategic Fit.

**UNIT 11:** Strategic fit concept, focus and trade-offs, Ikea, competitive edge.

**UNIT 12:** Capabilities, revisiting NUMMI, process, system and organization based capabilities, using operational capability to launch an attack.

**UNIT 13:** Strategic intent concept, strategic fit vs. Strategic intent, competitive innovation.

**UNIT 14:** Core competence, core products and end products, core competence and SBUs.

**UNIT 15:** Global companies, global strategy, domestic or multi-domestic, international or multi-national companies.

**UNIT 16:** Risk in globalization, political risk, legal risk, financial risk, social and cultural risk, the competitive advantage of nations.

## **SUPPLY CHAIN MANAGEMENT MMG 302**

**Unit 1** Introduction to Supply Chain Management

**Unit 2** Supply Chain Strategy and Planning

**Unit 3** Managing the Customer Relationship

**Unit 4** Inventory Management

**Unit 5** Management of Supply Relationships

**Unit 6** Warehousing

**Unit 7** Material Handling Systems

**Unit 8** Supply Chain Management Software

**Unit 9** Outsourcing: Makes Versus Buy

**Unit 10** Network Planning

**Unit 11** Just In Time

**Unit 12** International SCM1

**Unit 13** International Logistics Infrastructure

**UNIT 1:** Early Practices: Physical Distribution and Logistics, Development of Supply Chain Management Theory & Practices, Future of Supply Chain Management.

**UNIT 2:** Corporate Strategy, Logistic/Supply chain (SC) strategy, Logistic/SC planning, Timing of planning, Guidelines for Strategy Formulation, Measuring Strategy Performance.

**UNIT 3:** Understanding the customer segmentation, Relationship with customer, Management of business relations, Customer satisfaction.

**UNIT 4:** Difference between inventory management in manufacturing and services, Selective inventory control techniques.

**UNIT 5:** Types of supplier relationships, Management of service supply chains, Managing through intermediaries, Supply partnerships.

**UNIT 6:** Warehousing functions, Material Handling Function, Strategic decision regarding warehouse options, Warehouse site selection.

**UNIT 7:** Stages of material handling operations, Factors of material handling systems, Material handling equipment and systems.

**UNIT 8:** Supply Chain Management Application Categories, ERP (Enterprise Resources Planning), APS (Advance planning and scheduling).

**UNIT 9:** Make Versus Buy: The Strategic Approach, Identifying Core Processes, Market Versus Hierarchy, The Make-versus-Buy Continuum, Sourcing Strategy: Portfolio Approach, Impact of Internet on Sourcing Strategy.

**UNIT 10:** Importance of distribution in the supply chain, Factors influencing distribution network design, Distribution network types and available design

options, Manufacturer storage with direct shipping, Selecting a distribution network design.

**UNIT 11:** The Japanese philosophy, Goals of JIT, Implications for logistics, Quick response, Logistics information system, Logistics system dynamics, Production strategies for quick response.

**UNIT 12:** Historical Developments of International Logistics, The Emphasis on Customer Satisfaction, Strategic advantage, Elements of international logistics, The Economic Importance of International Logistics.

**UNIT 13:** Transportation Infrastructure, Communication infrastructure, Telecommunication infrastructure, Utilities infrastructure.

## **WORLD CLASS MANUFACTURING 303 MMG**

**Unit 1** Operations Strategy

**Unit 2** Strategy In Practice

**Unit 3** Innovation

**Unit 4** Manufacturing Process

**Unit 5** Quality

**Unit 6** Human Resources

**Unit 7** Framework For World Class Manufacturing

**Unit 8** Developing A Manufacturing Strategy

**Unit 9** Design For Manufacturing Framework

**Unit 10** Manufacturing Audit

**Unit 11** Flexibility

**Unit 12** Manufacturing Excellence Framework

**Unit 13** Organizational Structure

**UNIT 1:** Two myths of strategy, Asserting the strategy, Strategic, focused and holistic in practice, Reason for business strategy divorced from operations, Process of forming operation strategy, Implementing operations strategy.

**UNIT 2:** Automobile industry, How major players managed their competitive requirements, From industries to plants, The plants, Research.

**UNIT 3:** Strategic importance of innovation, Strategic importance of innovation at national level, Success and failure in innovation, Culture of innovation, Human factors in innovation, Differences in firms with respect to innovation.

**UNIT 4:** The financial consideration, The impact of markets on process choice, Link between process choice & marketing strategy, Flexible manufacturing and its impact on competitive strategy, Data from the plants, The Enlightened approach to managing process technology.

**UNIT 5:** Introduction to Quality, Scope of quality, Quality as strategic issue, The benefits and problems of TQM, Re-engineering and TQM, Differences in attitudes to TQM, Being strategic focussed and holistic in quality.

**UNIT 6:** Good news and the bad news, Importance of HR in all areas of manufacturing, Problem with downsizing, Reorganizing human resources.

**UNIT 7:** Purpose of WCM, Shingo's model for Manufacturing Excellence, Schultz's model of WCM, A framework model for manufacturing excellence, Characteristics of framework, Strategic model for manufacturing excellence.

**UNIT 8:** Introduction to Business Strategy, Functional Strategies, The Dichotomy of Business Views, Developing a Manufacturing Strategy, Framework for Manufacturing Strategy Issues, Order winners and qualifiers, Manufacturing related but not manufacturing specific criteria.

**UNIT 9:** Manufacturing Strategy Issues, Strategy Formulation, Description of Manufacturing Strategy, Strategy Formulation Findings, Strategy Implementation, Strategy Implementation Results.

**UNIT 10:** Introduction to Manufacturing Audit, Worksheets, Using Benchmarking Approach for Developing Internal Auditing Procedures, Benchmarking Framework, Critical Elements from the Benchmarking Approach.

**UNIT 11:** Introduction to flexibility, House of Flexibility, Quality Function Deployment, Flexibility Dimensions, Case Study, Benefits and limitations of applying QFD to Manufacturing Flexibility.

**UNIT 12:** Manufacturing Excellence, Framework for manufacturing excellence, Initiatives, Enablers, Strategic Elements: Initiatives.

**UNIT 13:** Introduction to Organizational structure, Alignment of cost reduction with HRM, Changes required in HR practices to implement Total Quality, Key HRM practices to attain quality competitiveness, Productive Cycle, Alignment of HRM with Product Leadership, The Experimental learning Model.



## 304 MMG

### PRODUCTION PLANNING AND CONTROL

**Unit 1** Operations and Competitiveness  
**Unit 2** Product and Service Design  
**Unit 3** Quality  
**Unit 4** Process, Technology and Capacity  
**Unit 5** Facility Location  
**Unit 6** Human Resources  
**Unit 7** Project Management  
**Unit 8** Framework of World Class Manufacturing  
**Unit 9** Inventory Management  
**Unit 10** Resource Planning  
**Unit 11** Lean Production  
**Unit 12** Supply Chain Management  
**Unit 13** Manufacturing Strategy  
**Unit 14** Operations Strategy  
**UNIT 1:** Transformation process, Evolution of Operation Management, Competitive and Productivity, Competitive Strategy.

**UNIT 2:** Framework of Design Process, Service Design Process, High And Low Service Design.

**UNIT 3:** Dimension of Quality, Total Quality Management, Quality Improvement and Role of Employees, Strategic Implications of TQM, Cost of Quality, Quality Control Tools, Quality Awards and Setting Quality Standard.

**UNIT 4:** Process Strategy, Types of Processes, Process Selection with Break-Even Analysis, Technology Decisions, Economies of Scale.

**UNIT 5:** Facility Layout, Comparison of Process and Product Layouts, Designing Process Layouts, Hybrids Layouts, Cellular Layouts, Flexible Manufacturing Systems (FMS).

**UNIT 6:** Human Resources Management Changing Nature, Employee Motivation, Managing Diversity in Workplace, Attributes of Good Job Design, Learning Curves.

**UNIT 7:** Project Management Approach, Project Life Cycle, Project Integration Management, Project Network, Develop a Network, Basic Rules in Developing Project Networks, Critical Activity, PERT.

**UNIT 8:** Purpose of WCM, Characteristics of framework, A framework model for manufacturing excellence, Best practice model of WCM, Strategic model for manufacturing excellence, Characteristics of framework.

**UNIT 9:** Difference between inventory management in manufacturing and services, Ordering inventory, Selective inventory control techniques.

**UNIT 10:** Material Requirements Planning (MRP), Capacity Requirements Planning (CRP), Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Product Lifecycle Management (PLM).

**UNIT 11:** Lean Production, Flexible Resources, Pull System, Kanban, Quick Setups, Quality at the Source, Benefits and Implementation of Lean Production.

**UNIT 12:** Early Practices: Physical Distribution and Logistics, Development of Supply Chain Management Theory & Practices, Future of Supply Chain Management.

**UNIT 13:** Need for Business Strategy, Business Strategy and Other Strategies.

**UNIT 14:** Two myths of strategy, Asserting the strategy, Strategic, focused and holistic in practice, Creating

### MBA: SECOND YEAR (SEMESTER IV) FINANCE GROUP

#### FMG 401 TAXATION

**Unit 1** Introduction to Taxation  
**Unit 2** Income from Salaries  
**Unit 3** Income from House Property  
**Unit 4** Income from Business / Profession  
**Unit 5** Income from Capital Gains  
**Unit 6** Income from Other Sources  
**Unit 7** Deductions available under section 80 of the Income Tax Act 1961  
**Unit 8** Computation of Total Income

**Unit 9** Advance Tax and Return of Income  
**Unit 10** Introduction to Service Tax  
**Unit 11** Service Tax – Basic Concepts and Definitions  
**Unit 12** Registration, Returns, Payment of Service Tax  
**Unit 13** Valuation of Taxable Services  
**Unit 14** Maharashtra Value Added Tax (MVAT) - An Introduction  
**Unit 15** MVAT - Registration, Set-off and Refund

**Unit 16** MVAT - Maintenance of Records, Audit and Computation

**Unit 1 Introduction to Taxation**

Direct Tax vs. Indirect Tax Basic Concepts of Income Tax Assessment Year: Section 2(9) Previous Year: Section 3 Person: Section 2(34) Assessee: Section 2(7) Total Income Sec 2(45) Residential Status Resident and Ordinary Resident Not Ordinarily Resident Individual Non Resident Individual Scope of Total Income Resident and Ordinarily Resident Not Ordinarily Resident Non-Resident: Incomes which do not form part of Total Income

**Unit 2 Income from Salaries**

Meaning of Salary Computation of salary income of an Employee Deductions on Income from Salary Allowances Exemptions and Exclusion from Salary Income u/s 10 Perquisites

**Unit 3 Income from House Property**

Types of House Properties Computation of Annual Value of House Property What is Annual Value? How to calculate Annual Value of House Property Gross Annual Value and Net Annual Value Computation of gross annual value in the case of a property which is occupied throughout the year Computation of gross annual value in the case of a property which is vacant for some time during the year Deductions available from Income from House Property Deduction under section 24(a) @ 30% of Net Annual Value. Deduction under section 24(b) on account of interest on capital borrowed for the purpose of purchase, construction, repair, renewal or reconstruction of the property. Pre-Construction Interest Deduction for interest on housing loan [Section 80EE] Composite Rent Incomes to be treated as income from house property Deemed Owner

**Unit 4 Income from Business /Profession**

Computation of Income from profits and gains of business and profession When Profit/Loss Account is given When Profit/Loss Account is not given Incomes chargeable to tax as "Income from Business/Profession" Expenses deductible from Income from Business/Profession Depreciation under Section 32 Assets qualified for depreciation Methods of Depreciation Conditions for Claiming Depreciation Computation of depreciation Block of Assets under section 2(11) Rate of Depreciation Conditions when only 50 percent depreciation is allowed Conditions for claiming depreciation

**Unit 5 Income from Capital Gains**

Basis of Charge Definitions Capital Asset Transfer Types of Capital assets Short term capital asset Long term Capital Asset Types of Capital Gains

Computation of Capital Gains Computation of Short term Capital Gains Computation of Long term Capital Gains Full Value of Consideration Indexation - Cost Inflation Index (CII) Cost of Acquisition in Specific modes of Acquisition Fair Market Value on 1-4-1981 Capital Gains in Specific Situations

**Unit 6 Income from Other Sources**

Characteristics of incomes chargeable under this head Incomes taxable under the head "Income from other sources" u/s 56(2) Computation of Income from Other Sources Permissible Deductions against Income from Other Sources Provisions regarding Gift Provision regarding interest on securities Provisions regarding Casual Incomes

**Unit 7 Deductions Available Under Section 80 Of The Income Tax Act 1961**

Difference between Deductions and Exemptions Basic Principles of Deduction Deduction in respect of Savings: Section 80C Deductions in respect of LIC or Pension Fund Investments: Section 80CCC Deductions in respect of National Pensions Savings Scheme: Section 80CCD Deduction for Contribution to Pension Account: Section 80CCD Deductions for Investment in RGESS under Section 80CCG Deduction for Medical Insurance: Section 80D. Deduction for expenses on medical treatment of handicapped relative: Section 80DD Deduction for medical treatment of specific disease: Section 80DDB Deduction for Higher Education Loan: Section 80E Deduction for Donation towards Social Causes: Section 80G Donations with 100% deduction without any qualifying limit are listed below. Donations with 50% deduction without any qualifying limit Donations to the following are eligible for 100% deduction subject to 10% of adjusted gross total income Donations to the following are eligible for 50% deduction subject to 10% of adjusted gross total income Deduction for House rent paid: Section 80GG Deduction on contributions given by companies to Political Parties: Section 80GGB & 80GGC Section 80GGB Section 80GGC Deduction on Royalty Income for a Patent: Section 80RRB Deduction on Interest on Savings Account: Section 80TTA Deductions for Person suffering from Physical Disability:., Section 80U

**Unit 8 Computation Of Total Income**

Difference between 'Gross Total Income' (GTI) and "Total Income" (TI) Computation of Total Income Rebate under section 87A Income Tax Slabs & Rates for different categories of Assessee's Individual resident aged below 60 years: Senior Citizen Super Senior Citizen Any NRI or HUF or AOP or BOI or AJP: Co-operative Society: Firm: Local Authority: Domestic Company: Company other than a Domestic Company: Surcharge Marginal Relief in Surcharge

### **Unit 9 Advance Tax And Return Of Income**

Meaning of Advance Tax Liability to pay advance tax Person not liable to pay advance tax Computation of Advance Tax Advance Tax Payment - Due dates Interest for Delay in Payment of Advance Tax Mode of payment of advance tax, Payment of advance tax Payment of advance tax in pursuance of an order of the Assessing Officer Form 16 Form 26AS Return of Income

### **Unit 10 Introduction To Service Tax**

Meaning of Service Tax' Genesis of Service Tax in India Salient Features of Service tax Approach to service tax in India-Selective or Comprehensive Administration of service tax in India Application of service tax in India Nature of Service Tax in India, Taxable Services Law governing Service Tax Service tax: New Regime

### **Unit 11 Service Tax – Basic Concepts And Definitions**

Meaning and Definition of "Service" Definition of "Service" Analysis of the Definition What is an Activity? What is Consideration? Significance of the phrase "carried out by one person to another" What are Declared Services? Exclusions from the definition of Service Declared Services Exempted Services: Mega Exemption Negative List of Service Tax

### **Unit 12 Registration, Returns , Payment Of Service Tax**

Procedure for Registration Payment of Service Tax Returns of Service Tax Point of Taxation Exception from POT Rules Reverse Charge Mechanism Point of Taxation for Reverse Mechanism

### **Unit 13 Valuation Of Taxable Services**

Valuation of taxable Services What is valuation? Valuation of Services done under Service Tax Place of

Provision of Service CENVAT Credit Abatement What is Tax Abatement? List of Abatements Valuation of Bundled Services Compounding Schemes Small Service Provider Exemption Meaning of Small Service Provider Small Service Provider Exemption Limit Availability of Service Tax Exemption Option to avail Small Service Provider Exemption

### **Unit 14 Maharashtra Value Added Tax (Mvat) - An Introduction**

What is Value Added Tax? Salient Features of VAT Merits of VAT Demerits of VAT What is Input Tax Credit (ITC) Meaning of Input Tax Credit Eligibility Conditions for a purchase to be considered for Input Tax Credit Scheme of Taxation under VAT Definitions Definition of important terms used in MVAT Types of dealers Conditions to register as an Importer and Non-Importer

### **Unit 15 Mvat- Registration, Set- Off And Refund**

Registration of Dealers Registration of dealers: [Section 16] Limits of turnover for registration Significant points related to Registration of Dealers Documents required for the purposes of Registration Levy of Tax Charging Provisions General Exemptions Due Dates of Filing of Returns and Payment Returns of tax Provisions regarding Returns of Tax Revised Returns Set-Off (Input Tax Credit) Tax Invoice - Section 86 Incidence and Levy of Tax Composition Scheme Forms for Composition Scheme General Conditions applicable to all dealers opting for composition, Composition Amount Tax Liability on Works Contract Transactions

### **Unit 16 Mvat -Maintenance Of Records, Audit And Computation**

Maintenance of Records under MVAT 2002 Audit Of Accounts Fees Payable for various purposes Methods of Computation of VAT

## **FMG 402**

### **Banking and Bank Finance**

**Unit 1** Introduction to Business Industry and Commerce

**Unit 2** Indian Financial System

**Unit 3** The Banking System in India

**Unit 4** Commercial Banking Product and Services

**Unit 5** Credit Appraisal

**Unit 6** Development Banking

**Unit 7** Rural Banking

**Unit 8** Digital Banking

**Unit 9** E-Banking and Role of IT in Banks

**Unit 10** Recent Development in Banking Regulations

**Unit 11** Merchant Banking Services

**Unit 12** Banking Scams and Frauds

**Unit 1 Introduction To Business Industry And Commerce**

Concept of Business, Features of Business, Stake Holders in Business, Classification of Business Activities, Barter System, Origin of Money, Functions of Money in an Economy, Money Supply

**Unit 2 Indian Financial System**

Introduction to financial system, Functions of a financial system, Structure of the Indian financial system, Growth and development of Indian Financial System

### **Unit 3 The Banking System In India**

Definition of Bank, Origin of Banking in India, Structure of Indian Banking System, The Reserve Bank of India, Credit Control

### **Unit 4 Commercial Banking Product And Services**

Commercial Banking, Functions of Commercial Banks, Charging of Securities

### **Unit 5 Credit Appraisal**

Meaning of Credit Appraisal, Process of Credit Appraisal, Credit Rating

### **Unit 6 Development Banking**

Concept of Developing Financial Institution, Historical Evolution of Development Banking in India, Significance of Development Banks in Economic Development, Present Structure of Development Financial Institutions in India

### **Unit 7 Rural Banking**

Concept of Rural Banking, Structure of Rural Banking in India, National Bank for Agriculture and Rural Development (NABARD), Commercial Banks, Regional Rural Banks, Cooperative Banks, Current Scenario of Rural Banking

### **Unit 8 Digital Banking**

Concept of Digital Banking, Need of Digital Banking, Prerequisites of Digital Banking, Digital Revolution in India, Role of Digital banking in Financial Inclusion in India

### **Unit 9 E-Banking And Role Of It In Banks**

Information Technology in Banking, Automated Clearing System, Electronic Fund Management, International Payment System, Cyber Crimes and Fraud Management

### **Unit 10 Recent Development In Banking Regulations**

Overview of Banking Regulation Act, Setting up a new bank, Branch Licensing, Historical Perspective of Banking, Banking Regulators, Recent Developments, Bank Governance and Internal Control

### **Unit 11 Merchant Banking Services**

Concept of Merchant Banking, Nature of Merchant Banking, Historical background of Merchant Banking, Merchant Banking in India, Role and Functions of Merchant Bankers, Regulation of Merchant Bankers in India, Code of Conduct for Merchant Bankers, Merchant Bankers and Investment Bankers, Issue Management and Merchant Bankers, Due diligence in Merchant Banking

### **Unit 12 Banking Scams And Frauds**

Fraud - meaning and Types, Frauds in the Banking Sector, Fraud Detection Tools Fraud Risk Management

## **FMG 403**

### **International Finance**

**Unit 1** Introduction to International Finance

**Unit 2** The International Monetary System

**Unit 3** Parity Conditions and Currency Forecasting

**Unit 4** Balance of Payments

**Unit 5** The Foreign Exchange Market

**Unit 6** Forex Market in India

**Unit 7** Currency and Interest Rate Futures

**Unit 8** Currency Options

**Unit 9** Swap Markets

**Unit 10** Measuring and Managing Translation, Transaction and Economic Exposure

**Unit 11** International Capital Structure

**Unit 12** International Bond Market

**Unit 13** Cost of Capital

**Unit 14** International Capital Budgeting

**Unit 15** International Portfolio Management and Multinational Operations

**Unit 16** Financing Foreign Trade

### **Unit 1 : Introduction To International Finance**

Rise of Multinational Corporations, Forces changing Global Market, Internationalization of Business and Finance, Multinational Financial Management -Theory

and Practice, Emerging Challenges for International Finance Manager and its Responsibilities

### **Unit 2 : The International Monetary System**

Introduction to Exchange Rate System, Brief Overview of Various Exchange Rate Systems Alternative Exchange Rate System, A Brief History of the International Monetary System, The European Monetary System and Monetary Union, Emerging Market Currency Crisis

### **Unit 3 : Parity Conditions And Currency Forecasting**

Concept of Purchasing Power Parity, Interest Rate Parity Theory, The Fischer Effect, The International Fischer Effect, The Relationship between Forward Rate and Future Spot Rate, Currency Forecasting

### **Unit 4 : Balance Of Payments**

Concept of Balance of Payments, Balance of Payment Categories, Balance in Balance of Payment Statement, International Flow of Goods Services and Capital, Coping with Current Account Deficit

**Unit 5 : The Foreign Exchange Market**

Organization of Foreign Exchange Market The Spot Market, The Forward Market, Forex Market Participants

**Unit 6 : Forex Market In India**

Forex Market in India- A Historical Perspective, Foreign Exchange Regulation Act, Pre-Liberalization Exchange Rate Regime in India, Introduction to Currency Convertibility in Current and Capital Account

**Unit 7 : Currency And Interest Rate Futures**

Introduction to Futures Contracts, Specifications of Currency Futures Contract, Reading Currency Futures Trading Mechanism of Currency Futures, Hedging and Trading with Currency Futures, Currency futures in India- A Brief Overview of Trading System at NSE, Interest Rate Futures, Hedging and Speculation with Interest Rate Futures

**Unit 8 : Currency Options**

Introduction to Currency Options, Types of Currency Options, Pricing of Currency Options, Hedging and Trading with Currency Options, Option Pricing Models, Innovations with Embedded Options, Currency Options in India

**Unit 9 : Swap Markets**

Concept of Swaps, Types of Swaps, Currency Swaps-Meaning, Features of Currency Swaps, Operations of Currency Swaps with Examples, Interest Rate Swaps-Meaning and Concept of Interest Rate Swap, Features of Interest Rate Swaps, Hedging with Interest Rate & Currency Swaps

**Unit 10 : Measuring And Managing****Translation, Transaction And Economic Exposure**

Foreign Exchange Exposure, Nature and Types, Translation Exposure, Measures of Translation Exposure, Managing Translation Exposure, Measuring and Managing Transaction Exposure, Measuring and Managing Economic Exposure

**Unit 11 : International Capital Structure**

International Financing Decisions: Financial Choices for an MNC, Capital Market Instruments, Depository Receipts - American Depository Receipts, Global Depository, Receipts & Cross Listing of Shares, Role of Multilateral Development Banks in Financing, Cost and Risk of Financing

**Unit 12: International Bond Market**

Introduction to International Bond, History of International Bond Market, Types of International Bonds, Variations in Bond Features, Floating Rate (LIBOR) Calculation Methodology, Indian Companies and International Bond Market, Foreign Bonds (Yankee Bond, Samurai Bond etc.) and Global Bonds, India Development Bond (IDB), Resurgent India Bond (RIB), India Millennium Deposit (IMD) by SBI, Rating of International Bond Offerings, Euro Bonds

**Unit 13: Cost Of Capital**

Introduction to Cost of Capital in International Scenario, The Cost of Equity Capital, The Weighted Average Cost of Capital for Foreign Projects, Discount Rates for Foreign Investments, International CAPM and Cost of Capital

**Unit 14: International Capital Budgeting**

Basics of Capital Budgeting, Issues in Foreign Investment Analysis, Complexities of Budgeting for a Foreign Project, Project versus Parent Valuation, Methods of Capital Budgeting Appraisal, Political Risk Analysis

**Unit 15: International Portfolio Management And Multinational Operations**

International Diversification and Risk Internationalizing the Domestic Portfolio, Strategies for Managing International Portfolio, Transfer Pricing, License and Royalty fees, International Dividend Remittances

**Unit 16 : Financing Foreign Trade**

Payment Terms in International Trade, Documents in International Trade, Financing Techniques in International Trade, Government Sources of Export Financing and Credit Insurance, Export and Import Financing in India

**FMG 404****Management Control Systems**

**Unit 1** Introduction to Management Control Systems

**Unit 2** Approach to Management Control

**Unit 3** Designing Management Controls

**Unit 4** Key Success Variables and Performance Measurement

**Unit 5** Behaviour in Organisations

**Unit 6** Responsibility Centres

**Unit 7** Performance Evaluation of Responsibility Centres

**Unit 8** Profit Centre

**Unit 9** Transfer Pricing

**Unit 10** Issues in Transfer Pricing

**Unit 11** Measuring and Controlling Assets Employed  
**Unit 12** Budgets, Responsibility Accounting and Budgetary Control  
**Unit 13** Multinational Organisations  
**Unit 14** Management control process in service organizations  
**Unit 15** MCS in Project Management  
**Unit 16** Role of Audit in Control Systems

### **Unit 1 Introduction To Management Control Systems**

Evolution of Management Control Theories, Purpose of Management Control System, Elements of Control Systems - Detector - Assessor - Effector Communication network, Need for Control, Complexities in designing management control, Activities in Management Control, Scope of Management Control, Strategic Planning, Operational Control, Management Control, Output of Management Control Systems

### **Unit 2 Approach To Management Control**

Evolution of control, Contingency Theory, Contingency variables, External Environment, Work Technologies, Organization Structure - Organization Size - Organizational strategy, National Culture, Cybernetics Paradigm, Business Strategy and Approach to Control, Hierarchy and Control Process

### **Unit 3 Designing Management Controls**

Designing Management Controls, Steps in designing Management Control System, Role of Information Technology in Management Control Design, Application of Information Technology in Organization, ERP Software - Email - CRM Software – Inventory management Software

### **Unit 4 Key Success Variables And Performance Measurement**

Meaning of Key Success Variables, Process for identification of critical success factors, Source of Key Success Variables, Types of key success variables, Examples of Key Success variables in Industries, Restaurant Chain - Magazine Publishing firm - Health care Sector Performance Measurement Framework - Importance of Performance Measurement - Role of performance Measurement in Organisation, Prerequisites of a good Performance Measurement framework, Key Steps in Performance Measurement

### **Unit 5 Behaviour In Organisations**

Meaning of Goal Congruence, Importance of Goal Congruence, How Conflict arises in organisations, Role of Controls in Goal congruence, Factors affecting goal congruence, External factors Internal factors, Formal Control process, Types of organisations, Functional Structure, Divisional Structure, Adaptive

Structure, Functions of the controller, Management controls for differentiated strategies

### **Unit 6 Responsibility Centres**

Meaning of Responsibility Centre, Types of Responsibility Centers, Cost Centre, Revenue centre, Profit Centre, Investment Centre

### **Unit 7 Performance Evaluation Of Responsibility Centres**

Overview of Responsibility Centres, Measuring performance of Engineered Expense Centers/Standard Cost Centers, Performance Evaluation in Discretionary Expense Centre Difficulties in evaluating Discretionary Expense Centre, Zero Based Budgeting, Balanced Scorecard (BSC), Activity Based Costing

### **Unit 8: Profit Centre General Considerations in creating Profit Centers**

Criteria for creation of profit center, Advantages or Benefits of Profit Centers, Disadvantages of profit Centres Evaluation of Profit Centre

### **Unit 9 Transfer Pricing**

Definition of Transfer price, Objectives of Transfer Pricing, Implementation of transfer pricing, Methods of transfer price, Market based, Cost plus Negotiated Transfer Pricing: Pricing Corporate Services Control over amount of service

### **Unit 10 Issues In Transfer Pricing**

Issues in Transfer Pricing, Capacity Constraints, Information exchange, Goal congruence

### **Unit 11 Measuring And Controlling Assets Employed**

Meaning of Investment Centre, Historical Perspective to Investment Centre, Objectives of Investment Centre, Performance measurement of Investment Centers Return on Investment Residual Income-is the difference between operating income and the minimum dollar return required on a company's operating assets, Economic Value Added, ROI vs EVA, Precautions while using ROI, Choice of Depreciation method, Choice of Asset Base

### **Unit 12 Budgets, Responsibility Accounting And Budgetary Control**

Meaning of Budgeting, Budget Preparation Process, Components of Budget, Classification of Budgets Advantages of budgets Limitations of budgets, Meaning of Responsibility Accounting, Principles of Responsibility Budget Management Advantages of Responsibility Budget Meaning of Budgetary control Objectives of budgetary control Budgetary control techniques, Budgetary variance using flexible budget, Reconciliation of Actual and Budgeted profits

### **Unit 13 Multinational Organisations**

Multinational organisations, Advantages of multinational organisations, Disadvantages of multinational Organisations, Distinguishing Features of Multinational Organisations, Why is it challenging to comply with different statutes?, Control Environment in Multinational Organisations, Multinational Transfer Pricing, Methods of Transfer Price, Exchange rate Differences, Measuring the exchange rate, Foreign Exchange Risk, Issues in design of Control Systems for Multinational Organisations

### **Unit 14 Management Control Process In Service Organizations**

Control Systems in Service Organisations, Basic differences in Characteristics of Service Organizations, Professional Service organisations, Control Environment in Service Organisations, Profit Centres

& Transfer pricing, Strategic Planning & Budgeting Control of operations Performance Evaluation Controls in specialised organisations Financial Service Organizations, Healthcare Organizations, Non-Profit Organization, MCS in small businesses

### **Unit 15 Mcs In Project Management**

Meaning of Project Management, Unique features of Project Management, Difference between project Control and operational control, Project Organisation Structure, Project Planning and Scheduling, Project Audit, Cost Management in Projects

### **Unit 16 Role Of Audit In Control Systems**

Types of Audit, Internal Control, Responsibility for internal controls in Organisation, Role of Audit in Controls, Internal Audit, Cost Audit, Efficiency audit, measuring efficiency, Management Audit, Energy Audit, Ethics in Business and Role of Control

## **MBA: SECOND YEAR (SEMESTER IV) COMPULSORY COURSE**

### **MBA 401 Business Law**

**Unit 1** Introduction to Business Law

**Unit 2** Indian Contract Act, 1872: Nature and Kind of Contracts

**Unit 3** Indian Contract Act, 1872: Offer and Acceptance

**Unit 4** Indian Contract Act, 1872: Capacity of Parties and Consideration

**Unit 5** Indian Contract Act, 1872: Other Essential Elements of a Contract

**Unit 6** Indian Contract Act, 1872: Performance and Discharge of Contract

**Unit 7** Indian Contract Act, 1872: Remedies for Breach of Contract and Quasi - Contract

**Unit 8** Indian Contract Act, 1872: Indemnity and Guarantee

**Unit 9** Indian Contract Act, 1872: Agency

**Unit 10** Sales of Goods Act, 1930

**Unit 11** The Negotiable Instruments Act, 1881

**Unit 12** Companies Act, 2013: Types of Companies and their Characteristics

**Unit 13** Companies Act, 2013: Memorandum, Articles of Association and Prospectus

**Unit 14** Companies Act, 2013: Share Capital and Transfer of Shares

**Unit 15** Companies Act, 2013: Meeting and Power of Board

**Unit 16** Companies Act, 2013: Management of Company

**Unit 17** Consumer Protection Act, 2015

**Unit 18** Limited Liability Partnership Act, 2008

**Unit 1: Introduction to Business Law**

Nature and meaning of law, Sources of business law in India

**Unit 2: Indian Contract Act, 1872: Nature And Kind Of Contracts**

Meaning of contract, Essential elements of a valid contract, Types of contract

**Unit 3: Indian Contract Act, 1872: Offer And Acceptance**

Essential elements of an offer Classification of offers Lapse and revocation of offer Acceptance and legal rules for the acceptance, Communication of offer, acceptance and revocation

**Unit 4: Indian Contract Act, 1872: Capacity Of Parties And Consideration**

Capacity of parties, Minor and minor's agreements, Person of unsound mind and disqualified by law, Consideration and essentials of a valid consideration

**Unit 5: Indian Contract Act, 1872: Other Essential Elements Of A Contract**

Meaning of consent, Free consent, Coercion, Undue Influence, Fraud, Misrepresentation, Mistake, Unlawful object, Unlawful consideration, Contingent contract

**Unit 6: Indian Contract Act, 1872: Performance And Discharge Of Contract**

Performance of contract, Essentials of a valid tender and types of tenders Performance of joint promise,

Time and Place for performance of promise, Kinds of reciprocal promise and rules regarding performance of reciprocal promises, Assignment and discharge of contracts

**Unit 7: Indian Contract Act, 1872: Remedies For Breach of Contract and Quasi-Contract**

Rescission of a contract Suit for damages, specific performance and injunction Suit upon quantum meruit Quasi-contract

**Unit 8: Indian Contract Act, 1872: Indemnity And Guarantee**

Indemnity contract and its essential elements, Rights of an indemnity holder, Contract of guarantee and its essential elements Kinds of guarantee Rights and liability of Surety Discharge of a Surety

**Unit 9: Indian Contract Act, 1872: Agency**

Agency and essentials for a valid agency, Kinds of agents and creation of agency, Essentials of a valid ratification, Sub-Agent and Substituted agent, Duties and rights of an agent, Termination of an agency

**Unit 10: Sales Of Goods Act, 1930**

Essentials of valid sales, Kinds and prices of goods, Conditions and warranties, Doctrine of caveat emptor, Transfer of ownership, Unpaid seller and rights of unpaid seller, Buyer's right against the seller or remedies against seller- sections 55, Auction sale-section 64

**Unit 11: The Negotiable Instrument Act, 1881**

Characteristics and presumptions as to negotiable instrument, Classification of negotiable instruments, Maturity of a negotiable instrument- Sections 22-25, Negotiation- Section 14, Endorsement and kinds of endorsements-Sections 16, 50, 52 and 60, Distinction between negotiation and assignment, Holder-Section 8, Protection to paying banker- Section 85 Liability of the paying banker and collecting banker- Section 129, Material alteration, Acceptance of bill and acceptance for honour, Discharge of a negotiable instrument and discharge of a party

**Unit 12: Companies Act, 2013: Types Of Companies And Their Characteristics**

Characteristics of company Body corporate, Lifting of corporate veil, Types of company Control of compensation of board, Promoter and duties of promoter, Effects of pre- incorporation contracts, Steps to obtain certificate of incorporation and certificate of commencement of business

**Unit 13: Companies Act, 2013: Memorandum, Articles Of Association And Prospectus**

Memorandum of Association and its purpose, Contents of the Memorandum of Association, Doctrine of ultravires, Articles of Association and its contents, Procedure for alteration of Association, Doctrine of constructive notice and Doctrine of indoor management, Prospectus and its contents, Shelf Prospectus and Information Memorandum - Section 31

**Unit 14: Companies Act, 2013: Share Capital And Transfer Of Shares**

Share Capital and types of shares, Allotment of shares and general provisions for allotment of shares, Brokerage, Reduction of share capital, Issue of shares at premium and discount, Forfeiture of shares and legal requirements for Forfeiture of shares, Surrender and transfer of shares, Termination of partnership Rights of member of a company and rights to the members as group Nomination, Debentures and types of debentures, Debenture Trustees and their functions

**Unit 15: Companies Act, 2013: Meeting And Power Of Board**

Kinds of company meetings and requisites of a valid meeting, Proxy and revocation of Proxy after appointment Quorum and chairman of a General Meeting - Section 104 Poll- Section 109 Postal Ballot- Section 110 Adjournment of meeting Kinds of resolutions, Meaning of Board of Directors and their powers, Frequency of Board Meetings and Quorum for Board meeting- Section 174, Minutes of Board meeting- Section 118

**Unit 16: Companies Act, 2013: Management Of Company**

Director and disqualification of director, Appointment of directors, Director Identification Number-Section 153 - 159 and Rule 9, Minimum and maximum Number of directors-Section 149, Resignation by director- Section 168, Powers of Board of Directors, Related Party Transaction - Section 188 Managing Director-Section 2(54) and disqualification of Managing Director or Whole- Time Director or Manager Whole-Time Director-Section 2(94) Managerial remuneration and its methods

**Unit 17: Consumer Protection Act, 2015**

Scope and applicability of the Act, Rights of Consumer, Consumer and Complaint, Unfair Trade Practice and Restrictive Trade Practice, Defect and Deficiency, Manufacturer and Trader, Consumer Dispute, Redressal Machinery under the Act, Powers of the Dispute Redressal Agencies



**Unit 18: Limited Liability Partnership Act, 2008**

Features of LLP and LLP agreement, Partner and Designated Partner, Registered office, Name of LLP - Sections 11-21 Whistle Blowing-Section 31, Audit and Financial Disclosures-Section 34-35, Assignment and transfer of Partnership rights - Section 42, Foreign LLP - Sections 59 and Rule 34, Taxation of LLP Conversion of Partnership Firm or Private Company or

Unlisted Public Company into LLP- Sections 55-58 Winding - Up of LLP- Sections 63 and 64, Strategy and Culture, Value Chain Analysis, Conducting a Value Chain Analysis–Usefulness of the Value Chain Analysis, Organisational Capability Factors Resources-Strategic Importance of Resources-Critical Success Factors Benchmarking.

**FMG 402****Banking and Bank Finance**

**Unit 1** Introduction to Business Industry and Commerce

**Unit 2** Indian Financial System

**Unit 3** The Banking System in India

**Unit 4** Commercial Banking Product and Services

**Unit 5** Credit Appraisal

**Unit 6** Development Banking

**Unit 7** Rural Banking

**Unit 8** Digital Banking

**Unit 9** E-Banking and Role of IT in Banks

**Unit 10** Recent Development in Banking Regulations

**Unit 11** Merchant Banking Services

**Unit 12** Banking Scams and Frauds

Development, Present Structure of Development Financial Institutions in India

**Unit 7 Rural Banking**

Concept of Rural Banking, Structure of Rural Banking in India, National Bank for Agriculture and Rural Development (NABARD), Commercial Banks, Regional Rural Banks, Cooperative Banks, Current Scenario of Rural Banking

**Unit 8 Digital Banking**

Concept of Digital Banking, Need of Digital Banking, Prerequisites of Digital Banking, Digital Revolution in India, Role of Digital banking in Financial Inclusion in India

**Unit 9 E-Banking and Role Of It In Banks**

Information Technology in Banking, Automated Clearing System, Electronic Fund Management, International Payment System, Cyber Crimes and Fraud Management

**Unit 10 Recent Development In Banking Regulations**

Overview of Banking Regulation Act, Setting up a new bank, Branch Licensing, Historical Perspective of Banking, Banking Regulators, Recent Developments Bank Governance and Internal Control

**Unit 11 Merchant Banking Services**

Concept of Merchant Banking, Nature of Merchant Banking, Historical background of Merchant Banking, Merchant Banking in India, Role and Functions of Merchant Bankers Regulation of Merchant Bankers in India, Code of Conduct for Merchant Bankers, Merchant Bankers and Investment Bankers, Issue Management and Merchant Bankers, Due diligence in Merchant Banking

**Unit 12 Banking Scams and Frauds**

Fraud - meaning and Types, Frauds in the Banking Sector, Fraud Detection Tools Fraud Risk Management

**Unit 1 Introduction to Business Industry And Commerce**

Concept of Business, Features of Business, Stake Holders in Business, Classification of Business Activities, Barter System, Origin of Money, Functions of Money in an Economy, Money Supply

**Unit 2 Indian Financial System**

Introduction to financial system, Functions of a financial system, Structure of the Indian financial system, Growth and development of Indian Financial System

**Unit 3 The Banking System In India**

Definition of Bank, Origin of Banking in India, Structure of Indian Banking System, The Reserve Bank of India, Credit Control

**Unit 4 Commercial Banking Product and Services**

Commercial Banking, Functions of Commercial Banks, Charging of Securities

**Unit 5 Credit Appraisal**

Meaning of Credit Appraisal, Process of Credit Appraisal, Credit Rating

**Unit 6 Development Banking**

Concept of Developing Financial Institution, Historical Evolution of Development Banking in India, Significance of Development Banks in Economic

**MBA: SECOND YEAR (SEMESTER IV)  
HUMAN RESOURCE MANAGEMENT GROUP**

**HRM 401**

**Industrial Relations and Labour Legislation**

**Unit 1** Industrial Relations: Concept & Approaches  
**Unit 2** Industrial Relations: Evolution & Growth  
**Unit 3** Industrial Relations in Major Industrialized Economies: A Comparative Study  
**Unit 4** Trade Unionism and Trade Unions  
**Unit 5** Trade Union Legislation  
**Unit 6** Labour Legislations in India  
**Unit 7** The Factories Act. 1948 (*Welfare and other Provisions*)  
**Unit 8** Industrial Disputes Act. 1947  
**Unit 9** Social Security Legislations in India  
**Unit 10** Wage Legislation in India  
**Unit 11** Employee Grievances & Discipline  
**Unit 12** Collective Bargaining & Worker's Participation in Management

**Unit 1: Industrial Relations: Concept & Approaches**  
Concept Of Industrial Relations, Defining Industrial Relations, Nature Of Industrial Relations, Objectives Of Industrial Relations, Parties To IR, The Actors In A System, Significance Of IR, Causes Of Poor Industrial Relations, Effects Of Poor Industrial Relations, Various Approaches Proposed By The Industrial Relations Scholars As Per Their Research, IR And The Environment, Scope And Aspects Of Industrial Relations, Personnel Management Vs. Human Resource Management, Human Resource Management Vs. Industrial Relations

**Unit 2: Industrial Relations: Evolution & Growth**  
History And Genesis Of Industrial Relations, History & Evolution Of Industrial Relations In India, The Role Of The State, The Labour Policies, Tripartism In India's Industrial Relations System, Tripartite Bodies, The Impact Of Ilo On Indian Labour Relations, The Ratification Procedure Of The Ilo Standards, Core Conventions Of The Ilo & The Ratification Of Conventions By India, Emerging Trends In Industrial Relations Management, Industrial Relations And Productivity

**Unit 3: Industrial Relations In Major Industrialized Economies: A Comparative Study**  
Industrial Relations: A Historical Perspective, The International Factors, The Political Factors, Industrial Relations In The UK, The Evolution, Prior To 1990, Recent Changes, Trade Unions In The UK, Industrial Relations In The European Union, Trade Unions, Collective Bargaining, Workplace Representation, Industrial Relations In The USA, Trade Unions In The USA, Labour Legislations In The USA, Industrial Relations In Australia, The Evolution, The Recent Changes, Trade Unions In Australia, Industrial

Relations In China, The Historical Perspective, Prior To 1990, The Recent Changes, Trade Unions In China, Industrial Relations In Japan, The Historical Perspective, The Recent Changes, Trade Unions In Japan, Collective Bargaining, Industrial Relations In South Korea, The Historical Perspective, Prior To 1990, The Recent Changes

**Unit 4 : Trade Unionism And Trade Unions**

Meaning And Definition Of Trade Union, Characteristics Of A Trade Union, Objectives Of Trade Unions, Functions Of Trade Union, Importance Of Trade Unions, Purpose Of Trade Unions, Why Do People Join Union?, The Scope Of The Term "Trade Union", Functions Of Trade Unions In Major Economies Of The World, Functions Of Trade Unions In The Ussr, Functions Of Trade Unions In The Republic Of China, Functions Of Trade Unions In The USA, Functions Of Trade Unions In The India, Historical Development Of Trade Union Movement In India, Structure Of Trade Unions In India, Problems Of Trade Union

**Unit 5 : Trade Union Legislation**

The Trade Unions Act, 1926, Introduction To The Act, Object Of The Act, Trade Dispute, Trade Union, Registration Of Trade Unions, Appointment Of Registrars (Section 3), Mode Of Registration Of Trade Union, Application For Registration (Section 5), Rules For Registration Of Trade, Union (Section 6), Registration, Certificate Of Registration (Section 9), Advantages Of Registration, Cancellation Of Registration (Section 10), Appeal (Section 11), Body Corporate (Section 13), The Objects On Which General Funds May Be Spent (Section 15), Penalties And Procedure, Recognition Of Trade Union, Code Of Discipline – 1958, Multiplicity Of Trade Unions, Detrimental Effect Of Multiple Unionism, Amendments In The Act

**Unit 6 : Labour Legislations In India**

Evolution Of Labour Law In India, Need For Labour Legislation In India, Objectives, Principles Of Labour Legislation, Social Justice, Social Equity, National Economy, International Uniformity, The Classification Of Labour Laws, Purpose, Legislature, Period Of Enactment, The Factories Act, 1948, Main Provisions Of The Act, Health And Hygiene (Sec11-20), Safety Provisions (Sec 21- 41)

## **UNIT 7 : The Factories Act 1948 (Welfare And Other Provisions)**

Welfare Provisions (Sec 42-50), The Shops and Establishments Act, 1953, The Contract Labour (Regulation and Abolition) Act, 1970

### **Unit 8 : Industrial Disputes Act 1947**

Definition Of Industrial Disputes, Objective Of The Act, Applicability, Definitions, Dismissal, Etc., Of An Individual Workman To Be Deemed To Be An Industrial Dispute. [Sec 2a], Strikes And Lockouts, Retrenchment, Definition, Procedure For Retrenchment [Section 25g], Dispute Settlement Authorities Under The Act, Works Committee [Sec. 3], Conciliation Officer [Sec. 4], Conciliation Board [Sec. 5], Court Of Enquiry [Sec. 6], Adjudication, Arbitration, Awards (Decree) [Sec 16, 17, 17a], Period Of Operation Of Settlements And Awards. [Sec 19] ‘

### **Unit 9 : Social Security Legislations In India**

Employee State Insurance Act, 1948, Introduction To The Act, Origin, Objectives, Definitions, Applicability, Areas Covered, Administration Of The Act, Registration, Employers' / Employees' Contribution, Benefits Under The Scheme, Obligations Of Employers, Records To Be Maintained For Inspection By Esi Authorities, Employees Insurance Court, Reforms, Employees Provident Fund And Misc. Provisions Act, 1952, Applicability, Schemes Under The Act, Membership, Contribution To Epf, Duties Of Employer, Benefits To Employees, Payment Of Gratuity Act, 1972, Objective Of The Act, Scope And Coverage, Administration, Responsibility Of The Employer, The Workmen's Compensation Act, 1923, Act Does Not Apply Where Workman Covered Under Esi Act, Employees Entitled To Compensation, Employers Liability For Compensation (Accidents), Definition Of Disablement, General Principles Of The Act, Maternity Benefit Act, 1961, Applicability Of The Act, Important Definitions Under The Act, Persons Entitled To Maternity Benefit, Notice Of Claim For Maternity Benefit, Dismissal During Absence On Account Of Pregnancy, Punishment Under The Act

### **Unit 10 : Wage Legislation In India**

The Payment Of Wages Act, 1936, Application Of The Act, Meaning Of Wages, Responsibility For Payment Of Wages, Wage Period For Payment Of Wages, Deductions From Wages Allowable Under The Act, Maintenance Of Registers And Records, Rights Of Employees, Penalties, Payment In Case Of Death Of The Employed Person Whose Wages Are Not Disbursed, Minimum Wages Act, 1948, Employer's

Checklist For Minimum Wages, Fixation Of Minimum Wage Rate In India, Norms For Fixing Minimum Wage, Cost Of Living Allowance, Variable Dearness Allowance, The Payment Of Bonus Act, 1965, Eligibility For Bonus, Calculation For Working Days In An Accounting Year, Disqualification For Bonus, Minimum And Maximum Bonus Payable, Time Limit For Payment, Calculation Of Bonus, Duties / Rights Of Employer, Recovery Of Bonus Due, Offences And Penalties

### **Unit 11 : Employee Grievances & Discipline**

Contents Of Grievance, Typical Reasons For Employee Grievances, Approaches To Grievance Handling, Steps In Grievance Handling, Grievance Identification Techniques, Grievance Procedure, Model Grievance Procedure, Union Employee Grievances Handling, Advantages Of Having A Grievance Procedure, Role Of Personnel Department, Manager And Supervisor In Handling Grievances, Common Pitfalls That Management Commits In Grievance Handling, Evaluation Of Grievance Redressal Machinery, Employee Discipline, Meaning, Features, Objectives Of Discipline, Typical Reasons For Disciplining Employees, Types Of Discipline, Disciplinary Policy Ground Rules, Types Of Disciplinary Actions, Alternatives To Punishment, Discipline: The Union Context, Factors To Consider, Approaches To Discipline, Douglas McGregor's "Hot Stove Rule", Code Of Discipline In Industry, The Basic Objectives Of Code Of Discipline Are To, The Code Is Based On The Following Principles

### **Unit 12 : Collective Bargaining & Worker's Participation In Management**

Defining Collective Bargaining, Features Of Collective Bargaining, Subjective Matter Of Collective Bargaining, Importance Of Collective Bargaining, Importance To Employees, Importance To Employers, Importance To Society, Nature And Content Of Collective Bargaining, Forms Of Collective Bargaining, Collective Bargaining Process, Collective Bargaining As A Method Of Settlement Of Disputes, Tactics Or Strategies In Collective Bargaining, Workers Participation In Management, Implications Of Workers Participation In Management, Definitions, Need Of Workers' Participation, Objectives Of Workers' Participation In Management, Essential Conditions For Successful Working Of Wpm, Workers' Participation In Management In India, Forms Of Workers' Participation In Management

## HRM 402

### Management Of Training & Development

**Unit 1** Introduction to Training & Development in Organisations

**Unit 2** The Process of Training & Development

**Unit 3** Organisational Setup for Management of Training

**Unit 4** Evolving Training and Development Plan

**Unit 5** Training Need Assessment

**Unit 6** Training Methods, Pedagogy & Types of Training

**Unit 7** Training for Organisational Development (OD)

**Unit 8** Use of Latest Technology in Training & Development

**Unit 9** Evaluation of Effectiveness of Training

**Unit 10** Competency Based Approach to Training

**Unit 11** Strategy Based Training

#### **Unit 1 Introduction to Training & Development in Organisations**

E Definition of Training, E Importance of training, E Difference between Training, Education, Learning & Development E Basic Principle of Learning, E Principles of Adult Learning, E Objectives of Training & Development in an Organisation, E Systematic approach to training & development

#### **Unit 2 The Process of Training & Development**

E Training function in an organisation, E The Training Process, Needs assessment, Deriving Instructional Objectives, Designing Training Programme, Implementation of the Training Programme, Evaluation of the Training Programme, Feedback, E Competence based approach for Training & Development

#### **Unit 3 Organisational Setup for Management of Training**

E Structure of Training Organisation, E Various Roles in Management of Training Functions in the Organisation E Training Budget, Why do we need a Training Budget?, - How Training budget is prepared? - Managing the Budget

#### **Unit 4 Evolving Training and Development Plan**

E Corporate Strategy and Vision, Source of Training Plan, E Training Strategy, Training Policy, Training Plan and Training Calendar E Individual Development Plan (IDP)

#### **Unit 5 Training Need Assessment**

E Training Need Assessment - Purpose & Process, E Organisational driven approach and learner centric

approach technique, E Steps for Conducting Needs Assessment, E Competence based approach for TNA

#### **Unit 6 Training Methods, Pedagogy & Types of Training**

E Training Program Framework Development, E Designing Learning Objectives, E Methods of Training delivery, E Techniques used for training for different segments of employees, E Development through Job Rotation, E Development through Mentoring

#### **Unit 7 Training for Organisational Development (OD)**

E Role of training in competitive environment, E Role of training in the entire process of organizational development, E Role of training in case of mergers and acquisitions

#### **Unit 8 Use of Latest Technology in Training & Development**

E Introduction to Computer – based training & E-Learning, E Online learner centric training & Development approach, E Synchronous learning and Blended learning systems, Application of blended learning approach in large and multi-location organisations, E Understanding pros and cons of using technology while designing training modules, E Computer Based Learning (CBL), E How to Train Employees Using Social Media:

#### **Unit 9 Evaluation of Effectiveness of Training**

E Assessing the effectiveness of Training, E Approaches adopted for measuring effectiveness of Behavioral Trainings

#### **Unit 10 Competency Based Approach to Training**

E Characteristics of CBT, E Introduction to CBT, E Advantages and Limitations of CBT, E Design Activities of CBT, E Approaches to CBT Training, E Delivery and Evaluation Activities, E Assessment in CBT, E Implications for Using CBT

#### **Unit 11 Strategy Based Training**

E Definition of Training Strategy, E Developing an Organizational Training Plan, E Components of Strategic Training & Development, E Implementation of Strategic Training & Development plan, E Monitoring of Training & Training Evaluation

## HRM 403

### Human Resource Development

**Unit 1** Human Resource Development : An Introduction

**Unit 2** HRD : Foundational Concepts

**Unit 3** Need Assessment

**Unit 4** Implementing HRD Program

**Unit 5** Employee Development through Orientation and Socialization

**Unit 6** Employee Development through Performance Management

**Unit 7** Employee Development through Employee Assistance Program

**Unit 8** Coaching and Mentoring

**Unit 9** Career Management and Development

**Unit 10** Leadership Development

**Unit 11** Management Development

**Unit 12** Organization Development - Part 1

**Unit 13** Organization Development - Part 2

**Unit 1 Human Resource Development : An Introduction**

Career System, Work System, Development System, Self-renewal System, Culture System, Methods of Human Resource Development, Performance Appraisal, Potential Appraisal, Feedback Counselling, Training, Role Analysis, Career Planning, Job Rotation, Reward System, Organization Development, Quality of Work Life, Roles and Functions of HRD Professionals, HRD and Its Connection with Generic Strategy of the Firm, Cost Leadership, Differentiation, Niche Strategy, A Framework for the HRD Process, Need Assessment Phase, Design Phase - Implementation Phase - Evaluation Phases

**Unit 2 HRD: Foundational Concepts**

Systems Thinking, What is a System?, Elements of a System, System Approach to understand organization, Classification of systems, Open systems, Closed system, Is business organization close or open System?, Motivation for Performance at Work, Need based theories of Motivation, Cognitive process theories of Motivation, Learning, Theories Applied at Work, Organizational learning, Learning Organization

**Unit 3 Need Assessment**

Definition and Purpose of Needs Assessment, Level of Need Analysis, Strategic/Organizational Analysis, Components of Strategic/Organizational Needs Analysis, Task Analysis, Task Analysis process, Person Analysis, Components of Person Analysis, Steps for Designing HRD Intervention, Identification of the Objectives, Selecting the Trainer, Train - the Trainer program, Preparing a lesson plan, Selecting Training Methods and Media, Preparing Training Materials, Program Announcements, Program Outlines., Training Manuals or Textbooks, Scheduling an HRD Program, Scheduling during work hours,

Scheduling after work hours, Registration and Enrollment Issues

**Unit 4 Implementing HRD Program**

Implementing HRD Program, On-the-job training, Classroom training approaches, Audio-visual media, Computer- based Training (Classroom-based), Skills and Technical Training, Technical Training, Interpersonal or Behavioral skills training, Evaluating HRD program, Purpose of HRD evaluation, Kirkpatrick's Evaluation Framework

**Unit 5 Employee Development through orientation and Socialization**

Employee Orientation Programme, Purpose of Orientation, Orientation Roles, Employee Socialization, Fundamental Concepts of Socialization, Various Perspectives on the Socialization

**Unit 6 Employee Development through Performance Management**

Introduction, Unit Objectives, Performance Management System, Evaluation of Performance Management, Components of Performance Management System, Objectives of Performance Management System, Steps in Performance Management System, Development PMS, 360 Degree Assessment, Importance of 360 Degree Assessment, The Pros and Cons of 360 Degree Assessment, The Use of 360 Degree Assessment, Employee Counselling and Wellness Services, Employee Counselling and as an HRD Activity, An Overview of Employee Counselling Programs, Characteristics of Effective Employee Counselling Programs

**Unit 7 Employee Development through Employee Assistance Program**

Employee Assistance Program, Substance Abuse, Mental Health, Employee Wellness and Health Promotion Programs, Exercise and Fitness Interventions, Smoking Cessation, Nutrition and Weight Control Interventions, Control of Hypertension

**Unit 8 Coaching and Mentoring**

What coaching is and is not?, Coaching is not Mentoring, Coaching is not Counselling, The steps of the Coaching process, Role of HRD professional in coaching, External and Internal Coach, Advantages of using an external coach, Internal Coach, The advantages of using an internal coach, Skills necessary for effective coaching, Goal-Setting, Listening, Empathizing, Questioning, Giving Feedback, Intuiting, Checking, Mentoring at work, Why organizations develop mentoring programs?,

Formal and Informal mentoring programs, Different types of mentoring

### **Unit 9 Career Management and Development**

Career Management and Development, Career Development, Stages Views of Adult Development, Erikson's Model of Adult Development, Levinson's Approach to Adult Development, Models of Career Development

### **Unit 10 Leadership Development**

Importance of Leadership Development, Need for Leadership Development, The Triple Bottom Line: Present Context of Leadership Development - Leadership Development Objectives, Challenges of Leadership, Levels of Leadership Development Leadership Passage, Leadership Development Mechanism, Recruitment, Training, Delegation for Leadership Development, Making Delegation Effective, Experiential Learning, Mentoring, 360-Degree Appraisal, Action Learning

### **Unit 11 Management Development**

Management Development, Methods of Management Development, Evaluation of Leadership and Management Development, What is Evaluation?

### **Unit 12 Organization Development - Part 1**

Organization Development: An Introduction, How OD is different from change management and consulting?, Importance of Organizational Development, Evolution in Organizational Development, Theories of Planned Change, Lewin's Change Model, Action Research Model, The Positive Model, General model of Planned Change, Diagnosing for Organization Development, What is Diagnosis?, The need for Diagnostic Models, Organization-Level Diagnosis, Diagnosing Groups and Jobs, Individual Level Diagnosis

### **Unit 13 Organization Development - Part 2**

Designing interventions, What are the effective interventions?, How to design effective interventions?, Contingencies related to the change situation, Interpersonal and Behavioural Intervention, T-Group, Process consultation, Third Party Intervention, Team Building, Organization, Wide Human Process Interventions, Techno-Structural Intervention, Human Resource Management Interventions, Strategic Interventions

## **HRM 404**

### **Performance and Reward Management**

**Unit 1** Introduction to Performance Management

**Unit 2** Overview of Performance Management System

**Unit 3** Defining Performance Planning

**Unit 4** Defining Competency Mapping

**Unit 5** Performance Appraisal and Methods

**Unit 6** Performance Monitoring and Coaching

**Unit 7** Performance Counselling

**Unit 8** Performance Management Implementation

**Unit 9** Organizational Change through Performance Management

**Unit 10** Performance Management Linked Reward System

**Unit 11** Ethics in Performance Management

**Unit 12** Role of HR Professional in Performance Management

### **Unit 1 Introduction to Performance Management**

Concept of Performance, Concept of Performance Management, Characteristics of Performance Management, Objectives of Performance Management, Principles of Performance Management, Performance Appraisal to Performance Management, Challenges to Performance Management

### **Unit 2 Overview of Performance Management System**

Objectives of Performance System, Functions of Performance Management System, Characteristics of Effective PMS, Competency-based PMS, Process of

Formulating Competency-based PMS, Electronic Performance Management

### **Unit 3 Defining Performance Planning**

Characteristics of Performance Planning, Objectives of Performance Planning, Importance of Performance Planning, Methodologies of Performance Planning, Process of Performance Planning, Barriers to Performance Planning

### **Unit 4 Defining Competency Mapping**

Building Competency Models, Profiling Competency, Framework for a Particular Role, Potential Assessment Centre for Competency Mapping, Methods of Competency Mapping

### **Unit 5 Performance Appraisal and Methods**

Meaning of Performance Appraisal, Process of Performance Appraisal, Approaches of Performance Appraisal, Traditional Performance Rating, Newer Rating Methods, Results-oriented Appraisal, 360-degree Feedback or 360-degree Appraisal, Balance Scorecard, Assessment Centre, Common Rating Errors

### **Unit 6 Performance Monitoring, Mentoring and Coaching**

Performance Monitoring : Concept and Characteristics, Objectives of Performance Monitoring, Importance of Performance Monitoring, Process of Performance

Monitoring, Coaching and Mentoring in the Organization, Coaching, Skills and Activities of Coaching, Coaching to Improve Unsatisfactory Performance, Learning to Coach, Mentoring, Skills and Activities of Mentoring, Learning to Mentor, Setting up Mentoring Schemes, Informal Mentoring, International or Cross cultural Implications

#### **Unit 7 Performance Counselling**

Concept of Performance Counselling, Principles of Performance Counselling, Performance Counselling Skills, Performance Counselling for Higher Job Performance

#### **Unit 8 Performance Management Implementation**

Bottlenecks, Strategies for Effective Implementation of Performance Management, Factors affecting PM Implementation

#### **Unit 9 Organizational Change through Performance Management**

Meaning Enhances Efficiency, Creating a High Performance Learning Environment : The Leadership Challenge, Building and Leading High Performance Teams, Organizational Culture and Performance Management, Building a Strong Organizational Culture, Key Essentials of Building a Strong Culture

#### **Unit 10 Performance Management Linked Reward System**

Performance Management and Reward, Components of Reward System, How to Link, Performance with Compensation?, Implications of Performance Linked, Reward System, Whom to Reward?, What to Reward?, How should Assessment be done?, How do Organizations, Reward?

#### **Unit 11 Ethics in Performance Management**

Meaning and Concept of Ethics, Principles of Ethical Performance Management, Ethical Issues and Dilemmas, Developing Code of Ethics, Performance Management in MNC, External Factors Affecting Local Performance

#### **Unit 12 Role of HR Professional in Performance Management**

Role of HR Professional as a Strategic Partner, Appraising HR Functions, Future Role of HR Professionals in Performance Management in Knowledge Millennium.

### **MBA: SECOND YEAR (SEMESTER IV)**

#### **MARKETING GROUP**

#### **MKG 401**

#### **Consumer Behavior**

**Unit 1** Introduction to Consumer Behavior

**Unit 2** Segmentation, Targeting and Positioning

**Unit 3** Consumer Motivations

**Unit 4** Personality of Consumer

**Unit 5** Perception and Consumer Behavior

**Unit 6** Consumer Learning

**Unit 7** Attitude Formation and Change

**Unit 8** Persuading Consumers

**Unit 9** Advertising and Social Media

**Unit 10** Reference Group and Word of Mouth

**Unit 11** Family and Social Standing

**Unit 12** Culture and Consumer Behavior

**Unit 13** Sub Culture and Cross Culture

**Unit 14** Consumer Decision Making and Diffusion of Innovation

**Unit 15** Marketing Ethics and Social Responsibilities

**Unit 16** Consumer Research

Behavior, Customer Value, Satisfaction and Retention, Consumer Behavior is Interdisciplinary.

#### **Unit 2 Segmentation, Targeting and Positioning**

Market Segmentation and Effective Targeting, Characteristics of Segmentation, Bases for Segmentation, Behavioral Targeting, Positioning and Repositioning, Perceptual Mapping

#### **Unit 3 Consumer Motivations**

Motivation, Dynamics of Motivation, Systems of Need, Measurement of Motives

#### **Unit 4 Personality of Consumer**

Personality, Definition of Personality, Nature of Personality, Personality Theories, Product and Brand Personification, The Self Image

#### **Unit 5 Perceptions and Consumer Behavior**

Perception, Definition of Perception, Selection: Organization and Interpretation, Perceptual

#### **Unit 1 Introduction to Consumer Behavior**

Evolution of Marketing, Evolution of Marketing Concept, Consumer Research Marketing Mix; Socially Responsible Marketing; Technology and Consumer

Organization, Perceptual Interpretation, Consumer Imagery

### **Unit 6 Consumer Learning**

Consumer Learning, Definition of Learning, Basic Elements of Learning, Learning Theories, Classical or Respondent Conditioning, Operant Instrumental Conditioning, Difference between Classical and Instrumental Conditioning, Cognitive Learning, Learning Applications.

### **Unit 7 Attitude Formation and Change**

Attitude, Definition of Attitude, Components of Attitude, Functions of Attitude, Attitude Theories, Strategies to Change Consumer Beliefs

### **Unit 8 Persuading Consumers**

Communication, Communication Process, Broadcasting Vs Narrowcasting, Designing Persuasive Message, Persuasive Advertising Appeals

### **Unit 9 Advertising and Social Media**

Advertising, Impression Based Targeting, Google's Consumer Tracking and Targeting, Consumer and Social Media, Traditional Media's Electronic Evolution, Summary, Key Terms, Questions and Exercises, Further Readings and References

### **Unit 10 Reference Group and Word Of Mouth**

Reference Group and Word of Mouth, Source Credibility and Reference Group, Reference Group Influence, Credibility of Source, Marketing Strategies Based on Reference Group Influences, Word of Mouth and Opinion Leader

### **Unit 11 Family and Social Standing**

Family, Family as a Socialization Agent, Parenting Styles and Consumer Socialization, Family's Supportive Roles, Family Decision Making and Consumption Related Roles, Family Life Cycle, Social Standing and Consumer Behavior

### **Unit 12 Culture and Consumer Behavior**

Culture and Consumer Behavior, Nature of culture, Components of Culture, Culture's Role and Dynamism, Learning Cultural Values

### **Unit 13 Sub Culture And Cross Culture**

Subculture and Cross Culture, Subculture, Hofstede's Cultural Dimensions, Cross Cultural Analysis, Global Market Opportunities, Cross Cultural Segmentation

### **Unit 14 Consumer Decision Making And Diffusion Of Innovation**

Consumer Decision Making, Consumer Decision Making Model, Marketing Application of Model, Levels of Consumer Decision Making Process, Consumer Decision Rules, Diffusion of Innovation

### **Unit 15 Marketing Ethics And Social Responsibilities**

Marketing Ethics, Societal Marketing Concept, Crafty Promotional Messages and Techniques, Abusing Consumer Privacy, Promoting Social Causes, Consumerism Movement

### **Unit 16 Consumer Research**

Consumer Research, Developing Research Objectives, Collecting Secondary Data, Designing Primary Research, Customer Satisfaction Management and References

## **MKG 402**

### **Sales and Distribution Management**

**Unit 1** Sales and Distribution Management: Nature, Concept and Scope

**Unit 2** Controlling the Sales Effort

**Unit 3** Transportation

**Unit 4** Motivating and Compensating Sales Personal

**Unit 5** Training and Development of Sales Force and Sales Organization, Evaluation of Sales Personnel

**Unit 6** Recruiting Selecting

**Unit 7** Selection and Placement of Sales Personnel

**Unit 8** Performance Evaluation of Sales Personnel

**Unit 9** Sales Budgeting - Approaches and Techniques

**Unit 10** Distribution

**Unit 11** Warehousing and Inventory Management

**Unit 1: Sales and Distribution Management: Nature, Concept and Scope**

Sales Management - What is Sales Management?, Sales Management and the Environment, Sales and Other Departments, The Scope of Sales Management, Characteristics of the Sales Job Categories of Salespersons, The Role of a Salesperson Sales - Related Marketing Policies, Sales and Advertising, Sales & Distribution - Sales and pricing, The Sales Management Process - Implementing the Sales



Programme, Evaluation Control of the Sales Programme - Sales Management and Control, Formal Control-Key Account Management Building Relationships with Key Accounts, Tactics of Relationship Selling

### **Unit 2: Controlling the Sales Effort**

Sales Budgeting and Control -Purpose of Sales Budget, Methods of Sales Budgeting, Preparation of Sales Budget Sales Control, Purpose of Sales Control, Sales Control System, Methods of Sales Control, Sales Analysis, Marketing Cost Analysis, Sales Management Audit, Sales Quotas, Purpose of Sales Quotas, Controlling Sales Person's Activities, Types of Sales Quotas, Sales Volume Quotas, Methods of Setting Sales Volume Quotas, Limitations of Sales Quotas, Administration of Quota System - Sales Territories, Developing Territories, Objectives and Criteria for Territory Formation -Purpose of Sales Territories

### **Unit 3: Transportation**

Definition of Transportation – Policies, The Role of Transport in Emergencies-Operations - Transport Strategy, Managing transport providers, Organizing movement Mode of Transport-Air Transport-Road Transport-Sea transport-Rail transport-Administration - Safety and security of goods to be moved - Insurance

### **Unit 4: Motivating and Compensating Sales Personal**

Need for Motivation, Steps in Motivation, Motivational Theories - Maslow's Hierarchy of Needs, Herzberg Two Factor Theory, Vroom's Expectancy Theory - Financial Motivational Techniques, Non-financial Motivational Technique, Financial Incentives, Requirements of a Good Sales Compensation Plan - Designing a Compensation Package, Consider the Compensation Patterns in Community and Industry, Types of Compensation Plans, Straight Salary Plan Straight Commission Plan - Factors Influencing Design of Compensation Scheme, Use of Bonus Fringe Benefits

### **Unit 5: Training and Development of Sales Force and Sales Organization, Evaluation of Sales Personnel**

Training and Development of sales force, Significance of training The focus of sales training, The Sales Training Process-Assessing training needs, Designing training content, Conducting group training sessions, Training methodologies, Training for different sales

personnel - Functional activities Training on functional activities, Training feedback

### **Unit 6: Recruiting Selecting**

Recruitment and selection of Sales force, Basic Objective of Sales Force Management-Preparation of Job Description and Personnel Specification Sourcing Applications for Sales Positions-Screening Applicants, Conducting Interviews Short List Applicants, Checking References, Background investigation, Selection and Induction

### **Unit 7: Selection and Placement of Sales Personnel**

Selection Process, Preliminary Interview, Formal Application Blank - Interview - Reference Check, Psychological Testing Physical Examination Employment Offer-Future

### **Unit 8: Performance Evaluation of Sales Personnel**

Performance evaluation of sales force-Purpose Evaluating the Performance of Sales force, Approaches in Evaluating Performance of a Sales force Key issues in controlling and evaluating sales performance-Dimensions of Salesperson Performance Evaluation Performance Evaluation Methods-Possible bias in performance evaluation-Evaluating Team Performance

### **Unit 9: Sales Budgeting - Approaches and Techniques**

What is a Sales Budget?, The Budgeting Process, Methods of Sales Budgeting - Preparing the Sales Budget Review and Analysis of the Marketing Environment Sales Control -Purpose of Sales Control, The Sales Control System - Nature of Control, Methods of Sales Control

### **Unit 10: Distribution**

Distribution Plan-Elements of Distribution & Cost Implications Network Design Direct Delivery-Distribution Centre Network Supplier Milk Run, Choosing a Network Configuration, Quality Control Monitoring-Supply tracking-Performance measurement End user monitoring

### **Unit 11: Warehousing and Inventory Management**

Definition, Global Warehouses, Field Warehouses, Policies and Procedures, Types of Warehouse Space-Basic Principles of Warehouse and Inventory Management, How to Select and Set-Up a Warehouse-Determining Storage Requirements, Warehouse Preparation Planning-Aspects to consider when

## MKG 403

### Retail Marketing

**Unit 1** Introduction to Retailing and Concept of Retail  
**Unit 2** Types of Retailer  
**Unit 3** Strategic Planning in Retailing  
**Unit 4** Decision on Retail Location  
**Unit 5** Management of Retail Business  
**Unit 6** Retail Branding and Positioning  
**Unit 7** Customer Relationship Management  
**Unit 8** Management of Services  
**Unit 9** Retail Information System - Incorporating Information Technology in Retailing  
**Unit 10** Retailing in India - Opportunity and Challenges

#### **Unit 1: Introduction to Retailing and Concept of Retail Defining Retailing-**

Functions of Retailing/Retailer, Social and Economic Importance of Retailing Nature of Retailing and Distribution Supply Chain, Wholesalers vs. Retailers-Global Retail Market

#### **Unit 2: Types of Retailer**

Retailer Characteristics, Functions and Services, Food Retailers, Food Retail in India, Retail Models in India: Current and Emerging, Integration of Food Industry, The Key Driver of Food Retail in India Evolution of Organized Retailing, Types of Ownership, Retail Channels, Benefits of Multi-channel Retailing

#### **Unit 3: Strategic Planning in Retailing**

Retail Market Strategy, Levels of Strategy for Retail Organizations Strategic Retail Planning Process, Alternate Retail Strategies, Target Market and Retail Formats - International Retailing

#### **Unit 4: Decision on Retail Location**

Types of Retail Locations Location and Retail Trends Legal Considerations in Retailing - Location Considerations for Retail Business, Evaluating a site for Locating a Retail Store, Trade Area Characteristics

#### **Unit 5: Management of Retail Business**

Retail Market Segmentation & Strategies, Market Segmentation, Types of Retail Markets, Retail Strategy, Strategies for Effective Market Segmentation - Strategies for Market Penetration - Growth Strategies Retail Business Location, Importance of Location in Retail Business, Types of Business Locations, Factors Determining Retail Locations - Steps to Choose the Right Retail Location, Measuring the Success of Location, Merchandise Management, Merchandising, Factors Influencing Merchandising, Functions of a

Merchandising Manager - Merchandise Planning, Merchandise Buying, Merchandise Performance, Retail Business Operations, Store Management, Premises Management, Inventory Management, Receipt Management Supply Chain Management and Logistics, Customer Service, Retail Space Management - Space Management, Optimum Space Use - Retail Floor Space, Store Layout and Design, Store Design

#### **Unit 6: Retail Branding and Positioning Retailers as Brands**

Advantages of a Retail Brand - Brand Architecture Retail Brand Positioning, Retail Brand Image, Principles of Successful Retail Branding

#### **Unit 7: Customer Relationship Management Relationship Marketing as New Paradigm**

Customer Lifetime Value and Relationship Lifecycle, Customer Loyalty and Customer Satisfaction, Loyalty Marketing of Retailers, Analyzing Customer Data, Using Customer Data, Loyalty Marketing on the Internet

#### **Unit 8: Management of Services**

Strategic advantage through customer services, Customer service Strategies Customer evaluations of service quality, Role of Expectation, Perceived service, Knowing what customers want; The Knowledge gap

#### **Unit 9: Retail Information System**

Incorporating Information Technology in Retailing Importance of IT in Retailing - Strategic Advantage through Supply Chain and Information System, Flow of Information and Products in Supply Chain, Integrated Systems and Networking, Marketing Information Systems (MIS), Retail Management Information System, Radio Frequency Identification Device (RFID), Networking, Electronic Data Interchange, Bar Coding, Customer Database Management, Electronic Retailing, Role of Web, Online Retailing - Advantages, Factors to be considered in Developing Website, Limitations of Web - Future Trends in E-tailing

#### **Unit 10: Retailing in India- Opportunity and Challenges**

The Indian Retail Sector, Key Trends in Urban India, Key Trends in Rural India, The Hidden Challenges, Strategies to overcome Challenges Right Positioning, Effective Visual Communication - Strong Supply Chain Changing the Perception

## MKG 404

### Rural Marketing

- Unit 1** Introduction to Rural Marketing
- Unit 2** Rural Marketing Environment
- Unit 3** Rural Marketing Model
- Unit 4** Rural Consumer Behaviour
- Unit 5** Rural Consumer
- Unit 6** Segmenting, Targeting and Positioning
- Unit 7** Rural Product Strategy
- Unit 8** Rural and Urban Markets
- Unit 9** Pricing Strategies
- Unit 10** Role of Microfinance in Rural India

#### **Unit 1: Introduction to Rural Marketing**

Why Rural Marketing?, Nature and Characteristics of Rural Market, Challenges and Opportunities, Challenges in Indian Rural Markets, Rural Products, Product Promotion in Rural Markets, Strategic Challenge, Understanding Customers Needs, Marketing Relativity through Competition, Unique Selling Proposition - Market Evolution, Market Scenario in India

#### **Unit 2: Rural Marketing Environment**

Rural Marketing Model, Rural Marketing Environment, Rural Economic Environment, Rural Socio-cultural Environment, Rural Political Environment, Rural Technological Environment - Features of Indian Rural Markets, Understanding Rural Markets, Changing Profile of Rural Marketing, Factors Contributing to the Growth of Rural Marketing

#### **Unit 3: Rural Marketing Model**

Rural Marketing Model, Significance of Rural Markets, Strategies for Rural Marketing - Problems Related to Rural Marketing, Emerging Trends in Markets, Need Based Production

#### **Unit 4: Rural Consumer Behaviour**

Rural Consumer Behaviour, Factors Influencing Buying Behaviour, Cultural Factors Influencing Consumer Behaviour, Buying Process Factors Affecting the Purchase Decision of the Rural Consumer Opinion Leaders, Market Segmentation to the Lure Rural Customer Organizational Buying Behaviour, Consumer Behaviour, Positivism and Interpretivism, Role Play Module

#### **Unit 5: Rural Consumer**

Lifestyle of Rural Consumer, The Elusive Average for Rural Consumer Influence of the Larger Environment on Rural Consumers, Occupation and Consumption Pattern, Place of Purchase Variations, Social and Behavioural Influences, Attitude to Quality and Price, Brand Preference and Loyalty, Heterogeneity of Rural Consumers, Segmentation Opportunity

#### **Unit 6: Segmenting, Targeting and Positioning**

Market Segmentation, Conditions for Effective Market Segmentation, Approaches for Segmenting the Rural Market - Based on Size of Village Population - Based on Location with Respects to Nearby Town, Based on Size of Farmland, Rural Market Segmentation Tools, Thomson Rural Market Index, Mica Rural Market Rating, Linquest, Indian Market Demographic, Business Intelligence Unit, Lincompass, ARCVIEW

#### **Unit 7: Rural Product Strategy**

The Product Concept, Levels of a Product, Product Life Cycle, Rural Product Classification, Product Decisions and Strategies, Individual Product Decisions, Product Line and Mix Decisions - Product Line Product Mix Decisions, Product Life Cycle Strategies in Rural Markets

#### **Unit 8: Rural and Urban Markets**

Rural and Urban Markets: A Comparative Analysis, Rural vs Urban Consumers - Challenges, Parameters Differentiating Urban and Rural Markets, Difference in Consumer Behaviour in Rural and Urban Markets Governing across and beyond the Rural-urban Boundary, Stages of Buying Decision Process, Market Targeting-Segmenting Consumer and Business Markets

#### **Unit 9: Pricing Strategies**

Pricing Elements - Pricing strategies - Production Costs, Finalization of Price, Rural Pricing Strategies, Pricing and Income Levels, Competition and Pricing

#### **Unit 10: Role of Microfinance in Rural India**

Legal and Regulatory Framework for the Microfinance Institutions in India, A Profile of Rural India, Rural India and Microfinance, Success Factors of Microfinance in Rural India, Marketing of Microfinance Products Apni Mandi

## MKG 405

### International Marketing

- Unit 1** The Concept of International Marketing
- Unit 2** Role of Economic Institutions & WTO in International Marketing

**Unit 3** Scanning the International Marketing Environment

**Unit 4** International Market Research

**Unit 5** Decision Making Process for International Markets

**Unit 6** Entering International Markets

**Unit 7** Product Strategy for International Markets

**Unit 8** Building Brands in International Markets

**Unit 9** Pricing for International Markets

**Unit 10** International Logistics and Distribution

**Unit 11** Export and Import Procedure and Documentation

**Unit 12** Foreign Trade Policies of India

**Unit 13** Emerging Issues in International Marketing

### **Unit 1: The Concept of International Marketing**

Globalization of Markets, The Strategic Concept of Marketing – The Three Principles of Marketing – Defining International Marketing, Framework of International Marketing, Objectives of International Marketing – Terms in International Marketing – Key Differences Between Domestic and International Marketing Major Reasons for Entering International Markets, Process International Marketing, Scope International Marketing - Opportunities & Challenges in International Marketing, Theories of International Trade, International Marketing Involvement, Strategic Orientations

### **Unit 2: Role of Economic Institutions & WTO in International Marketing**

Significance of WTO and its Implications on International Markets, Objectives of WTO – Functions of WTO, Principles of Multilateral Trading System Under the WTO – WTO Implications On International Marketing - Impact of WTO on Developing Countries, Role of Economic Institutions in International Marketing, The World Bank, The International Bank Of Reconstruction and Development – The International Development Association The International Finance Corporation – The Multilateral Investment Guarantee Agency – The International Centre for Settlement of Investment Disputes, International Monetary Fund – The IMF's Responsibilities, Statutory Purposes of The International Monetary Fund - Asian Development Bank (ADB) Where ADB does gets its funding, Assistance Provided by ADB, World Intellectual Property Organization (WIPO), The United Nations Conference on Trade and Development - International Trade Centre – Conceptual Framework of International Economic Integration

### **Unit 3: Scanning the International Marketing Environment**

Adaptation: The Critical Success Factor in International Markets, International Marketing Orientation, EPRG Concept, Environment of International Marketing, Components of International Marketing Environment & importance: Economic Environment - Financial Environment, Cultural Environment - Hofstede's contribution to understand the implications of culture, Environmental sensitivity for cultural understanding, Influence of culture on consumption, Social Environment, Political Environment, Legal Environment - Major Legal Issues in context of international marketing Marketing implications of Legal Factors, Competition Environment, Technological Environment

### **Unit 4: International Market Research**

Concept of International Marketing Research-Scope of International Marketing Factors Influencing The International Marketing Research, Cultural differences, Climatic Differences, Economic Differences, Religious Differences – Historical Differences, Language Differences, Steps Involved in the Marketing Research Process, Current Issues / Special Problems in International Marketing Research

### **Unit 7: Product Strategy for International Markets**

What Is A Product? – Classification of Products for Global Marketing – Identification of Products for International Market, Developing Products for International Markets Standardization Vs Adaptation in International Markets, Product Standardization - Product Adaptation, Mandatory factors influencing product adaptation in international markets, Voluntary factors influencing product adaptation in international markets, Trade-off Strategy Between Product Standardization and Adaptation, Product Quality Decisions for International Markets, Packaging and Labelling for International Markets Product Launch for International Markets – New Product Diffusion in International Markets – New Product Launch, Waterfall' Approach – Sprinkler approach - International Product Life Cycle - International Product Strategy, International Competitive Procedure, Product-Promotion Strategies for International Markets

## **Unit 8: Building Brands in International Markets Brands**

Meaning and definition, Functions of a brand – International Branding – Global Brands, Branding Issues and Challenges, Branding Issues in Global Markets, Challenges in Global Branding, International Marketing Mix Product Price Factors affecting International Pricing International Pricing Challenges, Place, Promotion, Packaging – Branding, International Brand Architecture, Branding Strategy, Branding Levels and Alternatives, The strategic matrix for brand internationalization.

## **Unit 9: Pricing for International Markets Global Perspective**

The Price War, Pricing Policy, Pricing Objectives Parallel Imports, Choice of a Pricing Strategy is Dependent on, Approaches to International Pricing - Full Cost Pricing – Variable Cost Pricing-Skimming Pricing, Penetration Pricing, Price Escalations, Factors That Lead to Price Escalation - Costs of Exporting, Taxes, Tariffs, and Administrative Costs, Approaches to Lessening Price Escalation, Lowering the cost of goods, Lowering Tariff, Lowering Distribution costs, Eliminate costly features (or make them optional), Downsize the product, Assemble or manufacture the product in foreign markets, Using Foreign Trade Zone - Leasing in International Markets - Counter Trade as a pricing tool, Aspects of Counter trade, Reasons why Companies Engage in countertrade, Transfer Pricing Strategy - Objectives of Transfer Pricing - Transfer Pricing Methods Benefits of Transfer Pricing, Challenges of Transfer Pricing, Administered Pricing – Cartels – Basic Legal and Ethical issues associated with pricing

## **Unit 10: International Logistics and Distribution**

The Economic Importance of International Logistics, Components of International Logistics and Distribution, Methods of Entry into foreign markets Indirect Exporting, Export Trading Company, Export Management Corporation, Piggy Backing - Active Exporting, Agent, Distributor, Marketing Subsidiary, Production Abroad, Contract Manufacturing Licensing - Franchising, Joint Venture, Subsidiary, Parallel Imports, Others, International Contracts, International Sales Contract and the CISG Agency Vs. Distributorship, Elements of an Agency or Distributorship Contract Contract Language, Good Faith - Corporate Accounts, Terms of appointment Choice of Law, Choice For Forum and Arbitration,

Termination – Terms of Trade or Incoterms, Free Carrier (FCA), Free Alongside Ship (FAS), Free on Board (FOB) Port of Departure, Cost and Freight (CFR), Delivered Ex Ships (DES), Delivered Duty Unpaid (DDU) – Terms of Payment, Cash in Advance/Prepayment, Letters of Credit, Documentary Collection, Open Account, International Logistics Documents, Commercial Documents, Quotation, Sales Contract, Pro Forma Invoice, Commercial Invoice, Packing List, Inspection Certificate, Insurance Policy, Insurance Certificate Product Testing Certificate, Health Certificate, Phytosanitary Certificate Fumigation Certificate, ATA Carnet, Consular Invoice, Transport Documents Shipping Order, Dock Receipt, Bill of Lading, House Bill of Lading - Sea Waybill, Air Waybill (AWB) - House Air Waybill (HAWB) – Shipping Guarantee, Packing List, Financial Documents, Documentary Credit D/ C, Collection Instruction, Bill of Exchange or Draft, Trust Receipt, Promissory Note – Government Documents, Certificate of Origin (CO) – Certificate of Origin Generalized, Import/Export Declaration, Import/Export License – International Import Certificate (IIC), Delivery Verification Certificate (DVC), Landing Certificate, Customs Invoice, International Insurance, Marine and Aviation Insurance, International Transportation, Packaging for Export, Customs Clearance, Factors and Challenges Driving Global Logistics and Distribution - Outsourcing Management, Use of Software in Logistics and Distribution

## **Unit 11: Export and Import Procedure and Documentation**

Organizing for Export and Import Operations, Export & Import Departments Exporting & Importing: Preliminary Considerations, Products, Volume, Country Market and Product Competitiveness Research, Identification of Customers/Suppliers Distributors, and Sales/Purchase Agents, Compliance with Foreign Law, Export Controls and Licenses, Exporting Procedure, Having an Export Order, Examination and Confirmation of Order, Manufacturing or Procuring Goods, Clearance from Central Excise, Pre-Shipment Inspection Appointment of Clearing and Forwarding Agents, Goods to Port of Shipment Port Formalities and Customs Clearance, Dispatch of Documents by Forwarding Agent to the Exporter, Certificate of Origin, Dispatch of Shipment Advice to the Importer, Submission of Documents to Bank - Claiming Export Incentives Importing

Procedure, Trade Enquiry, Procurement of Import License and Quota, Obtaining Foreign Exchange, Placing the Indent or Order, Dispatching a Letter of Credit, Obtaining Necessary Documents - Customs Formalities and Clearing of Goods, Making the Payment, Closing the Transactions, Export/Import Documentation, Commercial Documents, Quotation - Sales Contract, Pro Forma Invoice, Commercial Invoice - Packing List, Inspection Certificate, Insurance Policy, Insurance Certificate - Product Testing Certificate - Health Certificate, Phytosanitary Certificate, Fumigation Certificate, ATA Carnet, Consular Invoice, Transport Documents, Shipping Order S/O, Dock Receipt D/R or Mate's Receipt Bill of Lading (B/L), House Bill of Lading (Groupage), Sea Waybill, Air Waybill (AWB), \ House Air Waybill (HAWB) – Shipping Guarantee, Packing List - Financial Documents - Documentary Credit D/C Standby Credit, Collection Instruction - Bill of Exchange (B/E) or Draft, Trust Receipt (T/R), Government Documents, Certificate of Origin (CO), Certificate of Origin GSP-Form A - Import/Export Declaration, Import / Export License - International Import Certificate (IIC), Delivery Verification Certificate (DVC), Landing Certificate - Customs Invoice

#### **Unit 12: Foreign Trade Policies of India**

Reasons of Trade Policies in Developing Economies, Strategic Options for Trade Policy, Free Trade Policy, Protective Trade Policy, \ Inward Looking Trade Policy, Outward Looking Trade Policy, Principles of Indian Foreign Policies, Non-Alignment, Panchsheel and Peaceful Co-Existence Freedom of Dependent Peoples: Anti-Imperialism, Opposition to Racial Dissemination, Foreign Economic Aid and India's Independent Policy, Support to the United Nations –

Peaceful Settlement of International Disputes India's Foreign Trade Policy, EXIM Policy of 1997-2002, Objective of the EXIM Policy 1997-2002, Highlights of the EXIM Policy 1997-2002, Impact of EXIM Policy 1997-2002, Export-Import Policy (2002-07), Special Economic Zones, Employment Oriented Measures, Foreign Trade Policy (2004-09), Main Elements of EXIM Policy 2004-09, Free Exports Board of Trade EXIM Policy 2004-09, India's Foreign Trade Policy (2009 14), Objectives of Foreign Trade Policy 2009-14, Highlights of foreign Trade Policy 2009-14, Higher Support for Market and Product Diversification Status Holders, Stability / continuity of the Foreign Trade Policy - Marine sector, Gems & Jewellery Sector, Agriculture Sector 6 – Pharmaceutical Sector, Flexibility provided to exporters, India's Foreign Trade Policy 2015 2020, Objectives of Foreign Trade Policy 2015-2020, Highlights of the Foreign Trade Policy 2015-2020, Impact on the Economy:

#### **Unit 13: Emerging Issues in International Marketing**

Speedy Evolution of Global Markets, Liberalization of Economy and Marketing Borders, Sublimation of Distance, New Developments, Rising Awareness, Changing Demographics, E-Readiness, Waves of Information and Communication Technologies - Global E-marketing – Big Data, Search Engine Optimization (SEO) and Digital Marketing - Content Marketing - Reverse Marketing - Internet of Things Marketing Applications Mobile Marketing, Customer Relationship Marketing (CRM), Foreign Direct Investment (FDI), International Markets and Global Recessions, Demonetization and its Effect

### **MBA: SECOND YEAR (SEMESTER IV) MANUFACTURING MANAGEMENT GROUP**

#### **MMG 401**

#### **Total Quality Management and Six Sigma**

**Unit 1** Quality  
**Unit 2** Total Quality Management  
**Unit 3** Process Improvement  
**Unit 4** Involvement of Employees  
**Unit 5** Customer Service  
**Unit 6** Governance & Leadership  
**Unit 7** Statistical Process Control  
**Unit 8** Pattern Identification  
**Unit 9** Philosophies in TQM

**Unit 10** Elements of Six Sigma  
**Unit 11** Six Sigma Phases  
**Unit 12** Six Sigma Tools

#### **Unit 1 Quality**

History of Quality Assurance, Contemporary Influences on Quality, Definitions of Quality, Quality Perspectives, Customer-Driven Quality, Total Quality, Principles of Total Quality,

Deming's View of a Production System, Infrastructure, Practices, and Tools, Quality and Profitability, Three Levels of Quality, Quality and Personal Values.

### **Unit 2 Total Quality Management**

Historical development, New Definition of Quality, Quality Guru, The dimension of Quality, Obstacles in TQM implementation.

### **Unit 3 Process Improvement**

Process, Improvement, Juran's Trilogy, Improvement Strategies, PDSA Cycle, Kaizen.

### **Unit 4 Involvement of Employees**

Maslow's Hierarchy of needs, Herzberg two factor theory, Achieving a motivated workforce, Empowerment, Decision making methods in teamwork, Performance appraisal, Union and Employee Involvement, Benefits from Employee Involvement.

### **Unit 5 Customer Service**

Feedback, Translating needs into requirement, Customer Retention, Categories of Customer, Understanding Customer Requirement, Kano's Model, Customer Protection, Quality Awards and Customer Satisfaction, Customer Complaint and Feedback System, Customer Satisfaction Survey, Customer Satisfaction Performance Measures.

### **Unit 6 Governance & Leadership**

Role of leadership in implementation, Role of senior management, Quality Council, Core values

and concepts, Shared values, Quality Statement, Communications, Characteristics of leader.

### **Unit 7 Statistical Process Control**

Need for the continual reduction of variation, Instabilities and Out-of-Control Situations, Quality consciousness and types of control charts, Variable and attribute control charts.

### **Unit 8 Pattern Identification**

Persistent disturbances, Out-of-Control Patterns, Types of control chart patterns, Out of control patterns and the rules of thumb.

### **Unit 9 Philosophies in TQM**

Components of Profound Knowledge, Deming's Fourteen Points, Juran's Quality Trilogy, Crosby's Absolutes of Quality Management, Malcolm Baldrige National Quality Award (MBQA), ISO 9000.

### **Unit 10 Elements of Six Sigma**

Customer concern, Organizational concern, Elements of six sigma.

### **Unit 11 Six Sigma Phases**

Total Quality Management And Six Sigma - Define, Measure, Analyze, Improve, Control.

### **Unit 12 Six Sigma Tools**

Customer requirement statement, Pareto chart, Project charter, SIPOC, CTQ tree, Measure Phase, Analyze Phase, Improve Phase, Control Phase.

## **MMG 402**

### **Project Management**

**Unit 1** Projects and Importance of Project Management

**Unit 2** Project Organization Structure

**Unit 3** Market and Demand Analysis

**Unit 4** Projected Cash Flow & Balance Sheet

**Unit 5** Organization Strategy & Product Portfolio Management

**Unit 6** Project Selection Methods and Investment Criteria

**Unit 7** Defining the Project

**Unit 8** Estimating Project Times and Costs

**Unit 9** Project Quality Management

**Unit 10** Developing Project Plan

**Unit 11** Scheduling Resources and Cost

**Unit 12** Reducing Project Duration

**Unit 13** Progress, Performance Management and Evaluation

**Unit 14** Project Audit and Closure

**Unit 15** Managing Risk

**Unit 1 Projects and Importance of Project Management**

Introduction to project management, evolution and application, defining project, project management approach, project life cycle, role of project manager, decision making, project integration management.

**Unit 2 Project Organization Structure**

Traditional Functional Organization Structure, Ongoing Projects as Committed Teams,

Organizing the Projects within a Matrix Organization, Different Forms of Matrix, Right Project Management Structure: Factors, Project Types, Organization Culture, Characteristics.

### **Unit 3 Market and Demand Analysis**

Situation Based Analysis and Statement of Objectives, Collecting the Secondary Information, Conducting Survey in the Market, Market Characterization, Forecasting the Demand, Technical Analysis, Material Inputs and Utilities, Product Capacity, Factors Affecting Capacity Project Diagrams and Layouts, Project Implementation Schedule.

### **Unit 4 Projected Cash Flow & Balance Sheet**

Cost of Production, Working Capital Requirement, Profitability Projections, Projected Cash Flow Statement, Projected Balance Sheet.

### **Unit 5 Organization Strategy & Product Portfolio Management**

Need to Understand Organization Strategy, Role of Project Manager, Strategic Management Process, Portfolio Management System, Portfolio Management Tools, Optimizing the Portfolio, Portfolio Management Process, Criteria for Project Selection, Assessing Project Portfolio.

### **Unit 6 Project Selection Methods and Investment Criteria**

Financial Feasibility of Projects, Calculating Cost of Capital, Categories of Investment Criteria, Net Present Value (NPV), Return on Investment, Benefit Cost Ratio, Payback Period, Internal Rate of Return (IRR), Accounting Rate of Return.

### **Unit 7 Defining the Project**

Need of the Project, Defining the Project Scope, Project Scope Checklist, Project Charter, Scope Creep, Establishing Project Priorities, Priority Matrix, Work Breakdown Structure, Integrating WBS with the Organization – OBS, Tools.

### **Unit 8 Estimating Project Times and Costs**

Estimating, Factors Influencing Quality of Estimates, Work Package Estimates, Top down

Vs. Bottom up Approach, Types of Costs, Developing Database for Estimating.

### **Unit 9 Project Quality Management**

Quality Definition, Project Quality, Elements of Quality, Total Quality Management, Elements Partnering For Competitiveness, Quality Planning, Quality Management Wheel of Quality, Steps for Identifying Customers, Identifying and defining Requirements.

### **Unit 10 Developing Project Plan**

Project Network; Develop a Network, Basic Rules in Developing Project Networks, Activity on Node (AON) Diagram, Critical Activity, PERT.

### **Unit 11 Scheduling Resources and Cost**

Type of resource constraints, scheduling programs, resource leveling, resource allocation program, impact of resource constraint scheduling, advantages of scheduling resources, tackling multiple project resource.

### **Unit 12 Reducing Project Duration**

Introduction, accelerating project completion, project cost-duration graph, constructing graph, cost reduction.

### **Unit 13 Progress, Performance Management and Evaluation**

Project monitoring information system, project control process, control charts, integrated cost schedule system, performance index, project percent complete index, forecasting final project cost.

### **Unit 14 Project Audit and Closure**

Project audits, project audit process, project closure process, creating the final report, post-implementation evaluation, retrospectives.

### **Unit 15 Managing Risk**

Risk management, risk in project life cycle, risk management process, contingency planning, handling risk, opportunity management, risk response control, control change management.

## **MMG 403**

### **Enterprise Resource Planning**

**Unit 1** Introduction of Enterprise Resource Planning

**Unit 2** ERP Implementation

**Unit 3** ERP and MRP

**Unit 4** Risk in ERP Implementation

**Unit 5** Business Process Management for ERP



**Unit 6** ERP Solutions and Fundamental Modules  
**Unit 7** ERP Implementation Life Cycle  
**Unit 8** Post Implementation  
**Unit 9** Emerging Trends on ERP  
**Unit 10** ERP Market  
**Unit 11** ERP Software Selection  
**Unit 12** Supply Chain Management Software

**Unit 1 Introduction of Enterprise Resource Planning**

Functional Modules in ERP, History and Evaluation of ERP, Characteristics of ERP, Myths of ERP, Advantages of ERP.

**Unit 2 ERP Implementation**

Integration of Process Using ERP, ERP technology and Architecture, Cost associated with ERP implementation, Challenges in ERP Implementation, A Case Study: ERP implementation in Nestle USA.

**Unit 3 ERP and MRP**

Why ERP, Need for ERP, Definition of ERP, Evolution of ERP, Benefits of ERP.

**Unit 4 Risk in ERP Implementation**

Risk implementation, Fundamental Technology of ERP, Cross functional integrated ERP systems.

**Unit 5 Business Process Management for ERP**

Small, medium and large enterprise vendor solutions, Business Process Reengineering, Business Process Management.

**Unit 6 ERP Solutions and Fundamental Modules**

Functional Modules of ERP Software, Production Planning Module, Purchasing Module, Inventory Control Module, Sales Module, Market in Module, Financial Module, HR Module.

**Unit 7 ERP Implementation Life Cycle**

Planning Evaluation and Selection of ERP systems, ERP implementation life cycle, ERP implementation, Methodology and Frame work- Training, Data Migration, People Organization in implementation.

**Unit 8 Post Implementation**

Maintenance of ERP, ERP system influence in organization, Aspects for successful implementation of ERP.

**Unit 9 Emerging Trends on ERP**

Client Relationship Management (CRM), Supply Chain Management, Business Intelligence, Wireless Technology used in ERP, Future of ERP Trends, Cloud Computing.

**Unit 10 ERP Market**

ERP Vendors and their market positions, Global Market.

**Unit 11 ERP Software Selection**

Why choosing a new ERP?, Identify key success factors, Budget of ERP Software, Selection of ERP software.

**Unit 12 Supply Chain Management Software**

Enterprise Resource Planning, Supply chain management application categories, Evolution of ERP, Advance planning and scheduling.

**MMG 404**

**Services Operations Management**

**Unit 1** Introduction to Service Operations Management

**Unit 2** Service Strategy Formulation

**Unit 3** Organizational Culture

**Unit 4** New Service Development

**Unit 5** Managing the Customer Relationship

**Unit 6** Management of Supply Relationships

**Unit 7** Service Process

**Unit 8** Service People

**Unit 9** Demand Forecasting

**Unit 10** Capacity Management

**Unit 11** Inventory Management

**Unit 12** Queuing Systems

**Unit 13** Information Technology

**Unit 14** Project Management

**Unit 1 Introduction to Service Operations Management**

Definition of service and operations, Key challenges faced by an operations manager.

**Unit 2 Service Strategy Formulation**

Strategic planning, Strategic configuration, Service strategy, Execution of operations, Types of services.

**Unit 3 Organizational Culture**

Organizational culture, Types of culture, managing change in an organization.

**Unit 4 New Service Development**

New service development, Service innovation, Service system design and tools.

**Unit 5 Managing the Customer Relationship**

Customer relationship, Understanding the customer segmentation, Relationship with customer, Management of business relations, Customer satisfaction.

**Unit 6 Management of Supply Relationships**

Types of supplier relationships, Management of service supply chains, Managing through intermediaries, Supply partnerships.

**Unit 7 Service Process**

Service process, Service-process matrix, Creating customer experience, Nature of service process.

**Unit 8 Service People**

Service people, Understanding the pressure on service provider, Managing and motivating service providers, managing customers.

**Unit 9 Demand Forecasting**

Components of demand forecast, Forecasting methods, process, Time series methods, Forecast accuracy.

**Unit 10 Capacity Management**

Capacity management, Strategies for capacity planning, Determining capacity of service facility, Break even analysis.

**Unit 11 Inventory Management**

Inventory management, Difference between inventory management in manufacturing and services, ordering inventory, Selective inventory control techniques.

**Unit 12 Queuing Systems**

Queuing system parameters, Operating characteristics, Queuing models, Capacity of queuing systems.

**Unit 13 Information Technology**

Information technology, IT revolutionizing the service industry, Challenges before a manager, Management of Networks, Role of IT in service operations.

**Unit 14 Project Management**

Project life cycle, Project network, Critical path analysis, Programme Evaluation & Review Technique.