

**BHARATI VIDYAPEETH
DEEMED UNIVERSITY, PUNE (INDIA)**

(Established u/s 3 of the UGC Act, 1956)

(Reaccredited with 'A' Grade by NAAC)

SCHOOL OF DISTANCE EDUCATION

**Master of Business
Administration - Executive
(MBA - Executive)**

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Programme Details

Executive Master of Business Administration (MBA-Executive)

The Executive Master of business administration programme is of two years duration comprising of four semesters

Aims and objectives of the course

In today's world, the economic, political, competitive, regulatory, and cultural factors impacting organizations are becoming more and more complex. In this scenario, there is an increased demand for managers with the necessary skills and understanding to tackle the difficult demands faced by organizations. The **"MBA - Executive"** programme provides young working executives with an opportunity to further develop and enhance their management skills so as to stand out in the global business arena. Executives who want to pursue a high quality management education will benefit from this intensive 2 Year "MBA - Executive" programme that aims at:

- Developing management skills to give the learner a wider perspective
- Fostering development of expertise in marketing, finance and systems, global business strategies, etc.
- Inducing system/process-driven and data-based decision making capabilities
- Inculcating social and ethical values coupled with professional competence
- Preparing the students as value drivers and encourage continuous professional and personal growth

Target Students

The 2 Year **"MBA - Executive"** programme aims at transforming working executives into more versatile managerial talents in tune with current theory and practices in the field, without leaving their job.

Programme Benefits

- Blended learning model suitable for working professionals
- Online Counselling sessions – Students can attend classes right from their Learning Centre, home or office
- Recognized by Ministry of HRD and Distance Education council, Govt. of India.
- Top quality printed study material, video lectures and e-learning content
- Indian standard case studies and assignments
- Working on a live project under a faculty guide and organizational mentors
- Efficient learning, monitoring and feedback through a virtual campus

Nomenclature of the Programme

The nomenclature of the programme is attached at Annexure – I

Duration of the Programme

The duration of the programme is 2 years.

Medium of Instruction

The medium of instruction is English.

Abbreviation of the Programme

MBA - E

Name of the faculty

The programme shall be managed by Faculty of Management

Academic year

The programme has been initiated from academic Year 2010-11

Eligibility Criteria

A Graduation degree (10+2+3 or equivalent) in any discipline from any recognized University with 3 years working experience.

Structure of the Programme

The Programme has a modular structure ensuring continuity and flexibility. It consists of four semesters. Students will be awarded the **"MBA - Executive"** certificate upon completion of all the four semesters.

The first two semesters taken together consist of ten foundation courses. The third and fourth module comprises five core courses and five electives along with one Project in the area of specialization. Each semester, the student has to undertake five courses leading to completion of 20 credits. The project work is of 8 credits thus, the total credit the student has to complete for successful completion of the programme is 88.

MBA - Executive	
Normal Duration	2 years
Maximum Duration	4 years
Total Credits	88
First two semesters	Foundation courses
Next two semesters	Core and Specialization courses
Credits For Project (4th Semester)	8

Academic Delivery

The entire delivery of the programme is through Blended learning methodology through **Online Virtual Campus**. The method of instruction is learner-oriented, and the student has to be an active participant in the teaching-learning process.

Self-Instructional Printed Material

Self-Instructional Printed Material (SIM) is a very important form of instructional material. Improvement in quality is ensured through SIMs because no single textbook can cover the course content appropriately. Also SIMs are designed to make the subject matter self-explanatory and easy-to-understand. These are supplied to the learners in the form of books. Each book is divided into blocks consisting of several units.

E-Learning Courses

The students shall be provided with access to self-instructional e-Learning courses to help learners become proficient in a variety of courses. These courses are accessible worldwide, 24 hours a day to facilitate anywhere, anytime learning. The e-Learning courses allow an individual to learn in concise "knowledge bites"; in chunks as small as a few minutes. It helps students stay focused and achieve their learning goals successfully. Learners can undertake learning according to their convenience.

Counseling Sessions

Online live counselling sessions support the self-learning study materials. Schedules for these sessions are intimated at the beginning of the semester to candidates. These are forums for interactive education and enrich learners' knowledge by directing it to practice. Students can attend from their home, office or cyber cafe by having access to a computer and internet. Should any learner miss their class on any given day, they may view it in a recorded format at any time as per their convenience later. The online counselling shall be conducted over the weekends (Sundays or Saturdays) and Public holidays.

Video Lecture

Students will also be provided with pre-recorded DVD lectures and faculty interaction for better understanding of the various topics of the course/subject, thus improving the overall learning experience. The objective of these video lectures are mentioned below:

- To tap the visual medium to supplement the self-instructional printed study material and e-Learning courses
- To provide learning through role-play video films and interactive interviews with experts from the corporate sector
- To enhance retention, recall value of key concepts for learners aimed at making learning an enjoyable experience

Assignments

Students will have to submit two **online assignments** for each course. Continuous learning and evaluation is achieved by undertaking the online assignments at regular intervals during the semester. The assignments comprise Multiple Choice Questions and Practical Questions.

Project Work

A very crucial feature of this program is that it is planned around project work. The objective of the project work is to help the student develop the ability to apply the concepts learned and to bring about an improvement in the work environment. The students are required to undertake Project Work in the Industry / Place of work (if Suitable) as a part of the curriculum.

Evaluation and Certification

End Term Examination

An End Term Examination will be conducted at the end of the program to test the comprehensive knowledge of skills, tools and techniques of the learners, which they have learned during the course of the programme. The evaluation system of the programme is based on the following components:

- End Term Examination
- Assignments

Standard of Passing

In order to pass the course, a candidate will have to obtain minimum 40% marks in each head of passing.

Student is required to pass separately Assignment and External Evaluation as per given below in the table:

Evaluation	Maximum Marks	Minimum Passing Marks
Assignment	30	12
External	70	28

Rules pertaining to supplementary / reappearing in external examinations, if not passed the examination as per rules of passing.

- f* The students are required to submit assignments to the centre before the commencement of the external examination for each semester for which they will be internally evaluated
- f* If a student fails to secure 40 % marks in Assignment / External evaluation separately in each head of passing then he / she must appear in the subsequent Assignment / External exam to pass in the examination

Rules of ATKT (Allow To Keep Term)

- f* A student is allowed to carry the backlog of courses prescribed for Sem-I, Sem-II and Sem-III respectively to the next semester.
- f* However a student will not be allowed to appear for Semester –IV examination unless all the courses of Sem-I and Sem-II are cleared with at least 40% of marks in each head of passing.

Award of Classes

The award of class will be based on aggregate marks obtained by a student in Semester 1 to semester 4 examinations taken together

First class with Distinction	70% & above
First Class	60% & above but less than 70%
Second Class	50% & above but less than 60%
Fail	Less than 50%

Rules for conduct of examinations

- Students would be required to keep a track of the last dates to pay examination fees, which will be announced well in advanced. Only those students who fulfil all the eligibility criteria shall be permitted to fill in the form.
- Students should procure their admit cards which will be given at the end of the semester before the examination for appear in the examination
- A student is expected to adhere to high standards of honesty during examination.
- During the examinations, students should not indulge in any unfair practices. If so, he shall be debarred from taking the remaining papers and may have to lose one semester or year depending upon the gravity of the offence.
- The result / mark -sheets have to be obtained from Academic Study Centre within 30 days of declaration of result.

Basis for allocation of marks

- Assignment: -30 marks
- Theory (External evaluation) 70 Marks
- Project work : Project synopsis presentation 30 marks and 70 marks on project report viva

Procedure for conduct of Assessment

Every Student will have to submit two assignments for internal assessment in each semester for each subject / Course

Pattern of Evaluation and Examination & Procedure for the evaluation of Projects and conduct of viva

- f* The evaluation in each course shall consists of 100 marks (70 marks for Semester end examination and 30 marks for Internal Assessment)
- f* A candidate will be evaluated in each course depending on learning objectives and requirements of the course contents.
- f* The scheme of marks consists of 30% weight age to continuous internal evaluation i.e. assignment and 70% to evaluation based on Semester –end Examination consisting of written papers.

The details of course – wise mode of evaluation and examination are as given below

Semester –end Examination	Course Code	Method of evaluation and Examination
Semester I	MBA-E - 101 to MBA-E - 105	Written Papers of 3 hours duration with 70 marks each at Semester –end examination conducted by the University
Semester II	MBA-E -201 to MBA-E - 205	Written Papers of 3 hours duration with 70 marks each at Semester –end examination conducted by the University.
Semester III	MBA-E - 301 to MBA-E - 305	Written Papers of 3 hours duration with 70 marks each at Semester – end examination conducted by the University.
Semester IV	MBA-E - 401 to MBA-E - 405	Written Paper of 3 hrs duration with 70 marks each at Semester – end Exam conducted by the University.

Project work

The course code MBA-E 406 is of 8 credits and students have to submit a project synopsis in third semester of the programme and after its approval the student can start its project work. The project report has to be submitted by the student in fourth semester of the programme. Presentation based on the Project work carrying 30 marks on the project synopsis and 70 marks on Project report Viva conducted by the Department in association with industry professionals. The Examiner appointed should have minimum 5 years work experience in teaching full time or industry for evaluation of internal subjects.

Pattern of question paper

The final examination question paper for each subject has 2 sections i.e. I & II

- Section –I is based on theoretical concepts.
- Section –II is based on practical application and case studies.

Annexure 1

Nomenclature of the MBA - Executive Programme

Programme Structure		
Course Code	Subject	Credits
1st Semester		
MBA-E -101	Principles of Management	4
MBA-E -102	Business Communication	4
MBA-E -103	Managerial Economics	4
MBA-E -104	Marketing Management	4
MBA-E -105	Financial Accounting	4
2nd Semester		
MBA-E -201	Organizational Behaviour	4
MBA-E -202	Production and Operations Management	4
MBA-E -203	Business Law	4
MBA-E -204	Management Accounting	4
MBA-E -205	Management Information Systems	4
3rd Semester		
MBA-E -301	Research Methodology	4
MBA-E -302	Human Resource Management	4
MBA-E -303	Management Science and Decision Technologies	4
MBA-E -304	Business Policy and Strategic Management	4
MBA-E -305	International Business	4
4th Semester		
MBA-E -401	Elective 1	4
MBA-E -402	Elective 2	4
MBA-E -403	Elective 3	4
MBA-E -404	Elective 4	4
MBA-E -405	Elective 5	4
MBA-E -406	Project Work	8

Sr. No.	1. Marketing Management	Sr. No.	2. International Business Management
401	Elective-I -Consumer Behaviour	401	Elective-I -Global Business Strategies
402	Elective-III Advertising and Media Management	402	Elective-II –Export Import Procedures and Documentation
403	Elective-III - Sales and Distribution Management	403	Elective-III -International Marketing
404	Elective- IV Brand Management	404	Elective- IV-Foreign Exchange Markets
405	Elective- V- Services Marketing	405	Elective- V-India’s Foreign Trade Policy
Sr. No.	3. Production Management	Sr. No.	4. Human Resource Management
401	Elective-I Production Planning and Control	401	Elective-I -Labour Legislation
402	Elective-II Operations Research	402	Elective-II- Training and Development Methodology
403	Elective-III -Logistics Management	403	Elective-III Compensation and Benefits Management
404	Elective- IV Transportation Management	404	Elective- IV-Performance Management System
405	Elective- V Service Operations Management	405	Elective- V Organizational Development and Change Management
Sr. No.	5. Financial Management	Sr. No.	6. Retail Management
401	Elective-I Investment Analysis and Portfolio Management	401	Elective-I - Fundamentals of Retail
402	Elective-II Mergers and Acquisitions	402	Elective-II Merchandising and Sales Promotion
403	Elective-III --Management of Financial Institutions and Services	403	Elective-III - Information Technology, MIS and E- Retailing
404	Elective- IV-Management Control System	404	Elective- IV- Supply Chain Management
405	Elective- V- Foreign Exchange Management	405	Elective- V- Retail Marketing

Project:

Project Work (MBA-E -406) in the area of specialisation (equivalent to two subjects & 8 credits).

Electives

The student can choose one specialization of their interest as per the below mentioned list. They have to undertake five courses of 4 credits each during the fourth semester.

- Marketing Management
- International Business Management
- Production Management
- Human Resource Management
- Financial Management
- Retail Management

Note:

88 credits to be completed to qualify for the MBA-E

Syllabus Details

Semester 1

Course Code : MBA-E -101
Course Title : Principles of Management

UNIT 1 THE CONCEPT OF MANAGEMENT

- Management: An Overview
- Leader and Management Theories
- UNIT 2 NATURE OF MANAGEMENT
- Management Defined
- Nature of Management
- Scope of Management
- Need for Management
- Management and Administration
- Management-A Science or an Art
- Management Levels-Top-level managers; Middle level managers; First level supervisory managers;
- General versus Functional managers;

UNIT 3 DEVELOPMENT OF MANAGEMENT THOUGHT

- Classical Approach
- Bureaucracy
- The Scientific Management Stage
- Contribution by F. W. Taylor - Scientific Management
- Contribution by Henry Fayol - Principles of Management
- Contribution by Peter F. Drucker - MBO

UNIT 4 SPAN OF MANAGEMENT

- What is Span of Management
- Span of Control and Levels of Organisation- Narrow span structure, Wide span structure
- Graicunas Theory
- Factors Affecting Span of Management
- Limitations of Span of Management

Unit 5 Communication

- Communication: Concepts and Principles
- Effective Communication and Barriers

UNIT 6 TYPES OF CORPORATE COMMUNICATION

- communication in organization

UNIT 7 DECISION-MAKING AND MANAGERIAL SKILLS

- Dimensions of individual and managerial excellences

UNIT 8 ORGANIZATION THEORY

- Meaning of organization

UNIT 9 PRINCIPLES AND CONFIGURATION OF ORGANIZATION

- Principles of Organizational Structure and Design
- Henry Mintzberg's Design Configurations

UNIT 10 ORGANIZATION STRUCTURE AND DESIGN

- Organization structure and design

UNIT 11 INDIVIDUAL BEHAVIOUR AND TEAM BUILDING

- Biological Foundations of Behaviour
- Causes of Human Behaviour - Inherited characteristics; Learned Characteristics
- Environmental Effect on Behaviour
- Behaviour as an Input-Output System;
- Behaviour and Performance;
- Team Building - Stages in team development; Guidelines for individual members to make team effective

UNIT 12 GROUP BEHAVIOUR

- Reasons for Group Formation
- Types of Groups
- Group Cohesiveness
- Group Norms
- Committee Organization

UNIT 13 GROUP DECISION-MAKING

- Group: An Overview
- The Leadership Role in Group Decision-Making
- Techniques of Group Decision-Making

UNIT 14 INTER-GROUP RELATIONS AND CONFLICT

- Interdependence of Groups
- Changing View of Conflict
- Types of Conflict Situations
- Causes of Conflict
- Conflict Management
- Negotiation
- Johari Window Model

Course Code : MBA-E -102
Course Title : Business Communication

UNIT 1 INTRODUCTION TO COMMUNICATION

- **An Overview of Communication:** What is Communication?; Characteristics of Communication; Classification of Communication; Methods of Communication
- **Role of Communication:** Importance of Internal Communication; Importance of External Communication

UNIT 2 LISTENING SKILLS

- **What is listening?:** Objectives of Listening; Importance of Listening; Listening Process; Levels of Listening; Types of Listening
- **Inefficiency of Listening:** Poor Listening Habits; Barriers to Effective Listening; Improving Your Listening Ability; Efforts by Listener; Efforts by Speaker

UNIT 3 BUSINESS PRESENTATIONS

- **What is a Business Presentation?**
- **Principles of Presentation**
- **Determination of Presentation Techniques:** Steps for Preparing Effective Presentations; Handling Questions; Delivery of Presentation
- **Personal Aspects:** Use of Voice; Appearance and Bodily Movements

UNIT 4 CONDUCTING MEETINGS

- **Meetings:** What is a Meeting?; Objectives of a Meeting
- **Conducting Meetings:** Planning a Meeting; Drawing the Agenda; Running the Meeting; Minutes of the meeting
- **Guidelines for Effective Meetings**

UNIT 5 GROUP DISCUSSION

- **What is a Group Discussion?:** What is a Group?; What is a Discussion?; Group Discussions
- **The Pedagogy of Group Discussions:** Conducting a Group Discussion; Types of Group Discussions; Ingredients for Success in Group Discussions; Body Language; Skills Evaluated during Group Discussions; Successful Group Discussion Techniques; Qualities of a Successful Participant

UNIT 6 PRINCIPLES OF BUSINESS WRITING

- **Written Communication:** Advantages of Written Communication; Business Writing; Purpose of Writing; Writing Style
- **Principles of Effective Writing**
Writing Process: Planning; Drafting; Revising; Formatting; Proofreading

UNIT 7 PREPARATION OF CURRICULUM VITAE

- **Preparation of Curriculum Vitae:** Techniques; Variety; Effect; What is a CV?; Curriculum Vitae vs Resume; Purpose of a CV; Preparation of a CV; Types of CVs; Writing the Cover Letter
- **Dos and Don'ts of CV Writing**

UNIT 8 GRAMMATICAL ERRORS IN COMMUNICATION

- **Grammar Problems:** The Quality Aspect of Communication; Fundamentals of Grammar and Usage
- Some Common Grammatical Errors: Sentence Construction; Making Comparisons; Use of Nouns; Use of Pronouns; Use of Adverbs; Use of Prepositions; Use of Articles; Use of Modifiers

UNIT 9 TECHNICAL WRITING

- **What is Technical Writing?:** Purpose of Technical Writing; Characteristics of Technical Writing; Types of Technical Documents; The Technical Writing Process
- **Proposals:** What is a Proposal?; Types of Proposals; Format/Contents of a Proposal; Guidelines for Writing a Proposal
- **Technical Paper Writing:** Layout and Contents of a Paper

UNIT 10 READING SKILLS

- **Effective Reading**
- **Purpose of Reading**
- Approaches to Reading/Reading Styles: Fast Reading Approach/Style; Slow Reading Approach/Style
- **Reading Process**
- Essentials of Effective Reading: Selective Reading; Reading Rate Adjustment; Note Taking; Tips for Improving Reading Skills

UNIT 11 REPORT WRITING AND PRESENTATION

- **Types of Research Reports**
- **Research Reports:** Components of a Research Report; Style and Layout of the Report; Presentation of the Research Report
- **Preparation of Presentation**

UNIT 12 OFFICIAL CORRESPONDENCE

- Basic Official Correspondence: Memorandum; Office Order; Office Circular; Office Notes; Business Letters; Notices; Report Writing

UNIT 13 CASE ANALYSIS METHODOLOGY

- **The Case Analysis Methodology:** Objectives of using the Case Method
- **Types of Cases**
- **Steps in Case Analysis:** Writing of a Case Analysis; Requirements for a Case Analysis
- **Approaches to Case Analysis:** Format for Writing a Case Analysis

UNIT 14 TECHNOLOGY AND EFFECTIVE COMMUNICATION

- **Early Development of Communication Technology**
- **Merits and Demerits of Information Technology**
- Revolutionary Electronic Innovations: The Internet; Searching the Internet; Electronic Mail Messages;
- **Videoconferencing:** Guidelines for Conducting Successful Videoconferences
- **Using Cell Phones**

Course Code : MBA-E -103
Course Title : Managerial Economics

UNIT 1 NATURE AND SCOPE OF MANAGERIAL ECONOMICS

- What is Economics?
- The Scope of Economics
- The Basic Problems of an Economy
- Meaning and Nature of Managerial Economics
- How Economics Contributes to Managerial Functions
- Major Areas of Economics Applied to Business Decisions
- The Scope of Managerial Economics
- Some Basic Concepts Used in Business Decisions

UNIT 2 THE FUNDAMENTAL LAWS OF MARKET: THE LAWS OF DEMAND AND SUPPLY

- The Law of Demand: Price-Demand Relationship
- The Demand Function
- The Law of Supply
- Equilibrium of Demand and Supply: Determination of Equilibrium Price

UNIT 3 ELASTICITY OF DEMAND AND SUPPLY

- Price Elasticity of Demand
- Determinants of Price Elasticity of Demand
- Price Elasticity and Marginal Revenue
- Promotional or Advertisement Elasticity of Sales
- Cross-elasticity of Demand
- Income Elasticity of Demand
- The Uses of Elasticity
- Price Elasticity of Supply

UNIT 4 THEORY OF CONSUMER DEMAND: CARDINAL AND ORDINAL UTILITY APPROACHES

- Cardinal Utility Approach: Cardinal Utility Theory; The Law of Diminishing Marginal Utility; Consumer's Equilibrium; Derivation of Consumer Demand Curve; Drawbacks of Cardinal Approach
- Ordinal Utility Approach: The Concept of Ordinal Utility; The Meaning and Nature of Indifference Curve; The Diminishing Marginal Rate of Substitution; Properties of Indifference Curves; The Budget Constraint and the Budget Line; Consumer's Equilibrium; Effect of Change in Consumer's Income; Effects of Price Change; Income and Substitution Effects of Price Change on Inferior Goods; Derivation of Individual Demand Curve

UNIT 5 DEMAND FORECASTING

- The Need for Demand Forecasting
- Methods of Demand Forecasting
- Survey Methods
- Statistical Methods
- Concluding Remarks

UNIT 6 THEORY OF PRODUCTION

- Production: Meaning; Some Production Related Concepts; Production Function
- The Laws of Production: An Overview; The Short-run Laws of Production: Production with One Variable Input; The Long-run Laws of Production: The Laws of Returns to Scale
- Optimum Combination of Inputs
- Other Forms of Isoquants
- Elasticity of Technical Substitution
- Laws of Returns to Scale: Analysis of Long-Run Production
- Empirical Production Functions

UNIT 7 THEORY OF COST

- Cost Concepts
- Short-Run Cost-Output Relations
- Long-Run Cost-Output Relations
- Economies and Diseconomies of Scale and Cost Behaviour
- Cost Functions and Cost Curves
- The Modern Approach to the Theory of Cost
- Economies of Scope

UNIT 8 OBJECTIVES OF BUSINESS FIRMS

- Objectives of Business Firms
- Profit Maximization
- Alternative Objectives of Business Firms

UNIT 9 MARKET STRUCTURE AND PRICE DETERMINATION

- The Market Structure
- Price and Output Determination under Perfect Competition
- Price and Output Determination: Under Monopoly; Under Monopolistic Competition
- Price Determination: Duopoly Models; Oligopoly Models
- The Game Theory Approach to Oligopoly

UNIT 10 PRICING STRATEGIES AND PRACTICES

- Cost-Plus Pricing
- Bain's Model of Limit Pricing
- Multiple Product Pricing
- Pricing in Life-Cycle of a Product
- Pricing in Relation to Established Products
- Transfer Pricing
- Competitive Bidding of Price
- Peak-Load Pricing

UNIT 11 THE CIRCULAR FLOW MODEL OF THE ECONOMY

- Circular Flows in a Simple Economy Model
- Circular Flows of Goods and Money in a Three-Sector Economy
- Circular Flows in a Four-Sector Model: A Model with Foreign Sector

UNIT 12: NATIONAL INCOME: CONCEPT AND MEASUREMENT

- Some Basic Concepts
- Measures of National Income
- Methods of Measuring National Income
- Choice of Methods
- Measurement of National Income in India

UNIT 13: THEORY OF NATIONAL INCOME DETERMINATION

- Determination of National Income: Two-Sector Model
- The Consumption Function
- Derivation of Saving Function
- A Formal Model of National Income Determination
- Shift in Aggregate Demand Function and the Multiplier

UNIT 14: INCOME DETERMINATION WITH GOVERNMENT AND FOREIGN TRADE

- Income Determination Model with Government: The Three-Sector Model
- Income Determination with Foreign Trade: The Four-Sector Model

Course Code : MBA-E -104
Course Title : Marketing Management

UNIT 1 FUNDAMENTALS OF MARKETING

- Understanding Marketing
- The Marketing Concept
- Marketing Concept versus Production Concept
- The Service Concept
- Efficiency versus Effectiveness
- Market versus Internally Driven Businesses
- Profile of Customer-centric Organizations
- Marketing Mix
- Characteristics of an Effective Marketing Mix
- Segmentation, Targeting, and Positioning
- Marketing Orientation and Business Performance
- The Value Chain Method

UNIT 2 MARKETING ENVIRONMENT

- Economic Forces
- Technological Factors
- Socio-cultural Factors
- Demographic Factors
- Political-legal Environment
- Natural Environment
- Competitive Environment
- Country Analysis

UNIT 3 MARKETING RESEARCH

- Marketing Information Systems - MIS
- Stages in the Marketing Research Process
- Types of Marketing Research

UNIT 4 CONSUMER BEHAVIOUR

- Decision Roles
- The Buying Process
- Choice Criteria
- The Buying Situation
- Personal Influences
- Social Influences
- Perceived Value and Satisfaction
- Customer Loyalty and Profitability
- Customer Portfolio Management
- Emotional Engagement with Customers
- Customer Relationship Management
- Relationship Marketing

UNIT 5 SEGMENTATION AND TARGETING

- Mass Marketing
- Purpose of Segmentation
- Process of Market Segmentation: Target Marketing
- Segmenting Consumer Markets
- Segmenting Organizational Markets
- Evaluating Market Segments and Target Market Selection
- Target Market Strategies

UNIT 6 POSITIONING

- Elements of Positioning
- Positioning, Differentiation and Marketing Mix
- Differentiation in all the Steps of the Consumption Chain
- Synchronization of the Marketing Mix
- Criteria for Successful Positioning
- Dilution of Positioning
- Repositioning

UNIT 7 PRODUCT DECISIONS

- Types of products;
- Product and brand;
- Product line and product mix;

- Product-mix modifications;
- What is brand;
- Brand building';
- Brand name strategies;
- Brand equity;
- Leveraging brand equity;
- Innovations: an overview;
- Creating an innovative culture;
- Organizational structures for innovation management;
- Role of marketers;
- Role of senior management;
- Managing the innovation process;
- Product replacement strategies;
- Commercialization of technology;
- Product life cycle (plc);

UNIT 8 PRICING STRATEGY

- Methods of Pricing
- Factors Influencing Pricing Decisions
- Pricing Cues
- Consumption and Pricing
- Price Sensitivity
- Initiating Price Changes
- Price Wars

UNIT 9 MARKETING CHANNELS AND PHYSICAL DISTRIBUTION

- Wholesaling;
- Distribution;
- Functions of Channel Intermediaries;
- Types of Distribution Channels;
- Channel Strategy;
- Channel Management;
- Physical Distribution;
- Retailing;
- Classification of Store Formats;
- Types of Retail Formats;
- Theories of Retailing;
- Retail Marketing Strategies;

UNIT 10 MARKETING COMMUNICATION: ADVERTISING, SALES PROMOTION AND PUBLICITY

- The Purpose of Communication;
- The Process of Communication;
- Non-traditional Methods of Communication;
- Advertising;
- Developing the Advertising Strategy;
- Message Decisions;
- Media Decisions;
- Execute Campaign;
- Sales Promotion;
- Sales Promotion Techniques;
- Sales Promotion Objectives;
- Evaluating Sales Promotion;
- Public Relations and Publicity;
- Functions of Public Relations;
- Publicity;

UNIT 11 PERSONAL SELLING AND SALES MANAGEMENT

- Challenges in Personal Selling
- Types of Salespersons
- Sales Responsibilities
- Personal Selling Skills
- Phases of the Selling Process
- Marketing Strategy and Personal Selling
- Strategic Objectives
- Personal Selling Strategies
- Designing the Sales Force
- Management of the Sales Force
- Problems of Sales Management

UNIT 12 RELATIONSHIP MARKETING

- Emergence of Relationship Marketing;
- Relationship Building is the Essence of Relationship Marketing;
- Relationship Marketing: Definition, Scope and Application;
- Dimensions of Relationships;
- RM: A Subject of Current Marketing Interest;

UNIT 13 CONSUMER MARKET AND BUYING BEHAVIOR

- The Buyer;
- The Buying Process;
- Choice Criteria;
- The Buying Situation;
- Personal Influences;
- Social Influences;

UNIT 14 MARKETING OF SERVICES

- Services;
- Nature of Services;
- Managing Services;
- Positioning Services;
- The Services Marketing Mix;

Course Code : MBA-E -105
Course Title : Financial Accounting

UNIT 1 MEANING AND SCOPE OF ACCOUNTING

- Need for Accounting
- Development of Accounting
- Definition and Functions of Accounting;
- Book-Keeping and Accounting
- Is Accounting a Science or an Art?
- End-Users of Accounting Information

UNIT 2 IMPORTANCE AND BRANCHES OF ACCOUNTING

- Accounting and Other Disciplines
- Role of the Accountant
- Branches of Accounting
- Difference between Management Accounting and Financial Accounting
- Importance of Accounting

UNIT 3 ACCOUNTING PRINCIPLES AND STANDARDS

- Meaning of Accounting Principles
- Accounting Concepts
- Accounting Conventions
- Indian Accounting Standards
- Systems of Book-Keeping
- Systems of Accounting

UNIT 4 JOURNALISING TRANSACTIONS

- Journal
- Rules of Debit and Credit
- Compound Journal Entry
- Opening Entry

UNIT 5 LEDGER POSTING AND TRIAL BALANCE

- Ledger
- Posting: Rules regarding Posting
- Relationship between Journal and Ledger
- Trial Balance
- Voucher System

UNIT 6 BANK RECONCILIATION

- Meaning and Objective of Bank Reconciliation Statement
- Need for Bank Reconciliation
- Importance of Bank Reconciliation
- Technique of Preparing Bank Reconciliation Statement

UNIT 7 FINAL ACCOUNTS

- Trading and Profit & Loss Account
- Manufacturing Account

UNIT 8 BALANCE SHEET AND WORKSHEET

- Balance Sheet
- Adjustment Entries
- Worksheet

UNIT 9 COMPANY FINANCIAL STATEMENTS AND ANALYSIS

- Meaning and Types of Financial Statements
- Nature of Financial Statements
- Limitations of Financial Statements
- Preparation of Company Financial Statements: Profit and Loss Account; Balance Sheet
- Relationship between Analysis and Interpretation
- Steps Involved in the Financial Statements Analysis

UNIT 10 FINANCIAL REPORTING

- Meaning of Financial Reporting

UNIT 11 FINANCIAL RATIOS

- Types of Ratios: Profitability Ratios; Turnover Ratios; Financial Ratios
- Advantages of Ratio Analysis
- Limitations of Accounting Ratios
- Computation of Ratios

UNIT 12 CASH FLOW STATEMENT

- Meaning of Cash Flow Statement
- Preparation of Cash Flow Statement
- Sources of Cash

UNIT 13 CASH FLOW ANALYSIS

- Difference between Cash Flow Analysis and Funds Flow Analysis
- Utility of Cash Flow Analysis
- Limitations of Cash Flow Analysis
- AS 3 (Revised): Cash Flow Statements

UNIT 14 FINANCIAL MARKETS & FINANCIAL INSTRUMENTS

- Financial System
- Conventional Financial Instruments
- New Financial Instruments
- Financial Engineering
- Financial Intermediation

Semester 2

Course Code : MBA-E -201
Course Title : Organizational Behaviour

UNIT 1 INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

- What is an Organization?
- Managers in Organizations
- Managerial Networks
- Direct Environmental Forces
- Indirect Environment Forces
- A Historical Perspective
- Scientific Management
- The Behavioural Approach to Management
- Contingency Approach to Management

UNIT 2 MANAGERIAL ROLES, FUNCTIONS AND SKILLS

- Management Functions: Planning; Organizing; Staffing; Directing; Controlling
- Managerial Roles: Interpersonal Roles; Informational Roles; Decisional Roles
- Managerial Skills: Technical Skills; Human Skills; Conceptual skills; Diagnostic Skills; Communicational Skills; Political Skills

UNIT 3 PLANNING AND FORECASTING

- Planning: An Overview
- Importance of Planning: Advantages and Potential Disadvantages of Planning
- Principles of Effective Planning: Types of Plans
- Levels of Planning: Contingency Planning
- Forecasting: Techniques of Forecasting; Forecasting Demand and Supply

UNIT 4 FOUNDATIONS OF INDIVIDUAL BEHAVIOUR

- Biological Foundations of Behaviour
- Causes of Human Behaviour
- Effect of Environment on Behaviour
- Behaviour as an Input-Output System
- Code of Ethics
- Behaviour and Performance

UNIT 5 MOTIVATION, MORALE AND PRODUCTIVITY

- Motivation and Behaviour: Sources of Motivation
- Theories of Motivation: Hierarchy of Needs Theory; McGregor's Theory X and Theory Y; Theory X Assumptions; Theory Y assumptions
- Morale: Features of Morale; Difference between Motivation and Morale; Morale and Productivity

UNIT 6 REINFORCEMENT OF LEARNING AND BEHAVIOUR

- Theories of Learning
- Acquisition of Complex Behaviours
- Learning Curves
- Transfer of Learning
- Principle of Reinforcement: Schedules of Reinforcement

UNIT 7 PERSONALITY

- Type A and Type B Personalities
- Major Factors Contributing to Personality
- Personality Dimensions
- Introvert and Extrovert Personalities
- Personality Theories

UNIT 8 STRESS AND BEHAVIOUR

- The General Adaptation Syndrome
- Stress Responses
- Basic Forms of Stress: Frustration and Anxiety
- Sources of Stress
- Consequences of Job Stress: Stress and Job Performance; Job Burnout
- Coping with Stress

UNIT 9 AUTHORITY, POWER AND POLITICS

- Concept of Authority: Characteristics of Authority; Power and Influence; Distinction between Authority and Power
- Sources of Authority: Scope of Authority
- Sources of Power: Means of Influence
- Organizational Politics: Techniques of Political Play; Devious Political Tactics; Political Blunders; Managing Political Behaviour; Machiavellianism
- Ethics of Power and Politics
- Responsibility: Characteristics of Responsibility; Accountability

UNIT 10 LEADERSHIP IN ORGANIZATIONS

- Leadership: An Overview
- Formal and Informal Leadership
- Leadership Styles
- Personal Characteristics of Leaders

UNIT 11 ORGANIZATIONAL CULTURE AND CLIMATE

- Origins of Organizational Culture
- Types of Organizational Culture: Typical American Organization; Typical Japanese Organization
- Organizational Culture: Levels of Culture; Subcultures and Countercultures; Managing Organizational Culture
- Global Dimensions of Culture: Cross-Cultural Communication; Ethical Behaviour across Cultures
- Managing Diversity
- Preparing for a Foreign Assignment
- Organization Climate

UNIT 12 ORGANIZATIONAL CHANGE AND DEVELOPMENT

- Forces of Change: External Forces; Internal Forces
- The Change Process: Types of Change; Steps in Managed Change; Change Agents; Resistance to Change; Managing Resistance to Change
- Organizational Development (OD)
- Basic OD Assumptions
- OD Interventions

UNIT 13 CORPORATE ETHICS AND SOCIAL RESPONSIBILITY

- f* Ethics: Meaning of Ethics; Ethical Concepts; Business Values
- The Concept of Social Responsibility: Causes of Growing Awareness for Social Responsibility; Arguments in Favour of Social Responsibility; Arguments against Social Responsibility

Course Code : MBA-E -202
Course Title : Production and Operations Management

UNIT 1 NATURE AND SCOPE OF PRODUCTION AND OPERATIONS MANAGEMENT

- Concept of Production and Operations Management
- Objectives of Production and Operations Management
- Functions of Production and operations Management
- Scope of Production and operation Management
- Problems of Production and Operations Management
- Difference between Production and Operations Management

UNIT 2 PRODUCT SELECTION AND PRODUCT DEVELOPMENT

- Product Selection
- Definition of Product Design and Development
- Need for Product Design and Development
- Characteristics of Good Design
- Concepts of Product Design
- The Product Development Process
- Techniques of Product Design and Development

UNIT 3 PRODUCT DESIGN AND DEVELOPMENT

- Concept of Product Design and Development
- Need for Product Design and Development
- Characteristics of Good Design
- Product Life Cycle (PLC)
- Product Development Process
- Product Development Techniques
- Process Design
- Inter-Relationship between Product Design and Process Design

UNIT 4 INDUSTRIAL ENGINEERING AND WORK STUDY

- Meaning and Nature of Industrial Engineering
- Applications of Industrial Engineering
- Functions of the Industrial Engineers
- Techniques of Industrial Engineering
- Concept of Work Study
- Method Study
- Work Measurement
- Productivity

UNIT 5 SALES FORECASTING

- Concept of Sales Forecasting
- Importance of Sales Forecasting
- Objectives of Sales Forecasting
- Techniques of Sales Forecasting
- Limitations of Sales Forecasting
- Approaches for Sales Forecasting

UNIT 6 PROCESS SELECTION AND PRODUCTION SYSTEM

- Need for Process Selection
- Classification of Processes
- Common Terms used in Process Study
- Parameters of Process Selection
- The Process Selection Process
- Product-Process Matrix
- Production Systems
- Common Terms

UNIT 7 LOCATION PLANNING AND PLANT LAYOUT

- Facility Location
- Factors affecting Location Decision
- Locating Foreign Operation Facilities
- The Location Decision Process
- Location Decision for Warehouses
- Need for Layout Planning
- Layout Planning - Definition
- Objectives of Plant Layout
- Advantages of Good Plant Layout
- Types of Layout
- Layout Planning for Storage and Warehousing
- Layout Planning Methodology

UNIT 8 PLANT LOCATION—PLANT LAYOUT AND MATERIALS HANDLING

- Plant Location
- Theories of Plant Location
- Factors Influencing Location
- What is Plant Layout
- Objectives of Plant Layout
- Factors Affecting Plant Layout
- Characteristics of an Efficient Layout
- Techniques of Plant Layout
- Advantages of Plant Layout
- Types of Layout
- Material Handling
- Objectives of Material Handling
- Relationship Between Plant Layout and Material Handling

UNIT 9 PRODUCTION PLANNING AND CONTROL

- Production Planning
- Production Planning Strategy
- Main Functions of Production Planning and Control
- Production Control
- Assembly Line Balancing
- Production Scheduling
- Job Sequencing

UNIT 10 QUALITY CONTROL AND QUALITY ASSURANCE

- Definition of Quality
- Costs of Quality
- Characteristics of Quality
- Statistical Methods
- Specification and Control Limits
- Acceptance Sampling
- The Operating Characteristic Curve
- Control Charts
- Total Quality Management
- Six Sigma

UNIT 11 PROJECT PLANNING AND CONTROL

- Definition
- Characteristics of a Project
- Life Cycle of a Project
- Types of Projects
- The Scope of Project Management
- The Project Planning Process
- Constructing Networks
- PERT and CPM
- Time Aspect of Projects
- Crashing of a Project
- Limitations of CPM and PERT

UNIT 12 MATERIALS MANAGEMENT

- Role of Inventories in Profits
- Costs Associated with Inventories
- Economic Order Quantity
- Classification of Inventories
- Inventory Catalogue
- Classification of Inventory
- Inventory Control Techniques
- Inventory Management Systems
- Materials Requirement Planning
- Definition of MRP-II
- Just-in-Time (JIT)
- Difference Between JIT and MRP Systems

UNIT 13 MAINTENANCE MANAGEMENT

- Definition
- Need for Maintenance
- Objectives of Maintenance Management
- Types of Maintenance Systems
- Activities in Maintenance Management

UNIT 14 USE OF OPERATION RESEARCH IN SOLVING PRODUCTION PROBLEMS

- Evaluation of Operation Research
- Nature of Operation Research
- Characteristics of Operation Research
- Phases of Operation Research
- Scope of Operation Research
- Methodology of Operation Research
- Models of Operation Research
- Classification of Operation Research Model
- Characteristics of a Good Model
- Operations Research and Managerial Decision Making
- Advantages of Operations Research
- Techniques of Operations Research
- Limitations of Operations Research

Course Code : MBA-E -203
Course Title : Business Law

UNIT 1 LAW OF CONTRACT-I

- **Nature and Types of Contracts:** The Indian Contract Act, 1872; Definition of Contract; Essential Elements of a Valid Contract; Types of Contracts
- **Offer and Acceptance:** The Proposal or Offer
- **Consideration:** Definition: The Essentials of Valid Consideration; Exceptions to the Rule, 'No Consideration, No Contract'
- **Capacity of Parties:** Minor; Persons of Unsound Mind; Disqualified Persons
- **Free Consent:** Coercion; Undue Influence; Misrepresentation; Fraud; Mistake
- **Legality of Object and Consideration:** What Considerations and Objects Are Unlawful?
- **Void Agreements:** Expressly Declared Void Agreements

UNIT 2 PERFORMANCE AND BREACH OF CONTRACTS

- **Performance of Contracts:** Who Can Demand Performance?; By Whom Contracts must be Performed?; Performance of Joint Promises; Assignment of Contracts; Order of Performance of Reciprocal Promises; Time and Place for Performance; Appropriation of Payments; Contracts which Need not be Performed
- **Quasi Contracts:** Quasi-Contractual Obligations
- **Remedies for Breach of Contracts:** Rescission of The Contract; Suit for Damages; Liquidated Damages and Penalty; Suit Upon Quantum Meruit; Suit for Specific Performance; Suit for an Injunction

UNIT 3 LAW OF INDEMNITY AND GUARANTEE

- Contracts of Indemnity
- Contracts of Guarantee

UNIT 4 LAW OF BAILMENT AND PLEDGE

- Bailment
- Finder of Lost Goods
- Pledge or Pawn

UNIT 5 LAW OF AGENCY

- **Definition of Agent and Principal:** General Rules of Agency; Creation of an Agency
- **Agent Authority:** Extent of an Agent's Authority; Delegation of Authority
- **Termination of Agency**

UNIT 6 LAW OF SALE OF GOODS

- **Contract of Sale of Goods:** Definition and Essentials of a Contract of Sale; Kinds of Goods; The Price; Document of Title to Goods
- **Conditions and Warranties:** Condition Defined; Warranty Defined;
- Implied Conditions; Implied Warranties; Doctrine of Caveat Emptor

- **Transfer of Property:** Importance of Transfer of Property; Rules Regarding Transfer of Property
- **Performance of Contract Sale:** Delivery; Rules as to Delivery of Goods;
- Acceptance of Delivery by Buyer
- **Rights of an Unpaid Seller:** Rights of Unpaid Seller; Auction Sale

UNIT 7 LAW OF NEGOTIABLE INSTRUMENTS

- **Definition and Characteristics**
- **Types of Negotiable Instruments:** Promissory Note; Bill of Exchange; Cheque
- **Miscellaneous Provisions**
- **Parties to Negotiable Instruments:** Holder; Holder in Due Course; Capacity of Parties
- **Negotiation of Negotiable Instruments**
- **Banker and Customer:** Crossing of Cheques; Types of Crossing; Liability of Banker; Bouncing of Cheques

UNIT 8 LAW OF CONSUMER PROTECTION, 1986

- **Definition of Consumer [Sec. 2(1) (D)]**
- **Filing of Complaint:** Who can File a Complaint [Sec. 2(1) (B) and Sec 12(1)]; Grounds on which a Complaint can be Made [Sec. 2(1) (C)]
- **Trade Practices:** Unfair Trade Practice; Restrictive Trade Practice
- **Redressal of Complaints:** Consumer Protection Councils; Consumer Disputes Redressal Agencies; District Forum; State Commission; National Commission; Powers of the Consumer Forums

UNIT 9 LAW OF INFORMATION TECHNOLOGY, 2000

- **Overview:** Rationale behind IT Act, 2000; Information Technology Act, 2000; Scheme of IT Act, 2000
- **Electronic Governance**
- **Attribution, Acknowledgment and Despatch of Electronic Records**
- **Secure Electronic Records and Secure Digital Signatures**
- **Certifying Authorities:** Regulation of Certifying Authorities; Powers of Controller; Duties of Certifying Authority; Digital Signature Certificates
- **Duties of Subscribers**
- **Offences**
- **Penalties and Adjudication;**
- **The Cyber Regulations Appellate Tribunal**

UNIT 10 COMPANY LAW-I

- **The Company:** Companies Act and its Administration; Definition of Company; Characteristics of Company; Illegal Associations; Incorporation of Company
- **Kinds of Companies:** Kinds of Companies according to the Mode of Incorporation; Kinds of Registered Companies on the Basis of Number of Members; Kinds of Registered Companies on the Basis of Liability of Members; Other Kinds of Companies; Exemptions and Privileges of Private Companies; Distinction between a Private and Public Company; Conversion of Companies

- **Memorandum of Association:** Definition and Importance; Contents of Memorandum; Alteration of Memorandum; The Doctrine of Ultra Vires
- **Articles of Association:** Obligation to Register Articles; Contents of Articles; 32.4 Alteration of Articles; Limitations Regarding Alteration of Articles; Binding Force of Memorandum and Articles; The Doctrine of Indoor Management; 32.8 Exceptions to The Doctrine of Indoor Management
- **Prospectus:** Definition of a Prospectus; Issue of Prospectus; Contents of a Prospectus; Misleading Prospectus and its Consequences; Remedies Against the Company; Remedies Against the Directors, Promoters and Experts; Shelf Prospectus; Information Memorandum
- **Shareholders and Members:** Distinction between Shareholder and Member; Methods of Becoming a Member; Who May Become a Member?; Termination of Membership; Rights of Members

UNIT 11 COMPANY LAW-II

- **Shares and Share Capital:** Legal Nature of a Share; Share Capital; Kinds of Shares; Variation of Rights of the Shareholders; Buyback of Own Securities; Further Issue of Share Capital; Issue of Bonus Shares
- **Borrowing Powers and Methods:** Borrowing Powers; Ultra Vires Borrowings; Security for Borrowings; Borrowing Methods; Debentures; Classes of Debentures; Protection of Interests of Debenture Holders; Remedies of Debenture Holders

UNIT 12 COMPANY LAW-III

- **Company management and Administration:** Directors; Director Identification Number (DIN); Appointment of Directors; Removal of Directors; Maximum and Minimum Managerial Remuneration;
- Powers of Directors; Meetings of Board; Duties of Directors; Liability of Directors; Managing Director; Manager; Company Secretary
- **Meetings and Resolutions:** Meetings; Statutory Meeting; Annual General Meeting; Extraordinary General Meeting; Requisites of a Valid Meeting; Voting; Resolutions; Minutes of Meetings
- **Accounts and Audit:** Accounts; Annual Return; Audit; Removal of Auditors; Duties of Auditors; Audit Committee
- **Prevention of Oppression and Mismanagement:** The Rule of Supremacy of the Majority; Protection of Minority; Prevention of Oppression and Mismanagement
- **Compromise, Arrangement, Reconstruction and Amalgamation:** 'Compromise' or 'Arrangement'; 'Reconstruction' and 'Amalgamation'

UNIT 13 WINDING UP

- **Overview:** Meaning of Winding Up; Winding Up vs Dissolution
- **Modes of Winding Up:** Winding Up by the Court (Sec. 433), Voluntary Winding Up; Voluntary Winding up Under Supervision to the Court; Provisions Applicable to every Mode of Winding Up
- **Consequences of the Winding Up Order:** Official Liquidator; Powers of the Court after Winding Up Order

UNIT 14 ARBITRATION AND CONCILIATION

- **General Provisions regarding Arbitration:** Types of Arbitration; Arbitration Defined; Arbitration Agreement
- **Arbitral Tribunal:** Arbitrator; Appointment of Arbitrators; Effect of Death or Insolvency of a Party to Arbitration; Removal of Arbitrator; Jurisdiction of Arbitral Tribunals; Powers of Arbitrators; Duties of Arbitrators
- **Arbitration Proceedings:** Equal Treatment of Parties; Rules of Procedure for Arbitration; Place and Commencement of Arbitration; Arbitration Procedure; Arbitral Award; Form and Contents of Arbitral Award; Costs of Arbitration and Deposits; Correction and Interpretation of Award; Additional Award
- **Conciliation:** Procedure for Conciliation; Confidentiality; Deposits

Course Code : MBA-E -204
Course Title : Management Accounting

UNIT 1 COST CONCEPTS AND ACTIVITY BASED COSTING

- Basic Cost Concepts;
- Elements of Cost;
- Activity Based Costing : Meaning & Importance;
- Significant Terms;
- Characteristics of ABC;
- Elements Involved in ABC;
- Steps Involved in ABC;
- Activity Based Costing Versus Traditional Costing;
- Requirements of ABC System;
- Uses of Activity Based Information;
- Problems with the ABC Approach;

UNIT 2 BUDGETARY CONTROL AND RESPONSIBILITY ACCOUNTING

- What is a Budget?;
- What is Control?;
- What is Budgetary Control?;
- Budgetary Control as a Management Tool;
- Limitations of Budgetary Control;
- Forecasts and Budgets;
- Installation of a Budgetary Control System;
- Classification of Budgets;
- Fixed and Flexible Budgeting;
- Control Ratios;
- Responsibility Accounting;

UNIT 3 STANDARD COSTING AND VARIANCE ANALYSIS

- Standard Costing;
- Budgetary Control and Standard Costing;
- Standard Costing as a Management Tool;
- Limitations of Standard Costing;
- Meaning of Standard Costs
- Standard Costs and Budgeted Costs;
- Determination of Standard Costs
- Revision of Standards;
- Cost Variances;
- Direct Material Variances
- Direct Labour Variances;
- Overhead Variances;
- Sales Variances
- Disposal of Variances;
- Case Study: File and Smile Associates;

UNIT 4 MARGINAL COSTING AND BREAK-EVEN ANALYSIS

- Absorption Costing;
- Marginal Costing;
- Difference Between Absorption Costing and Marginal Costing
- Marginal Costing and Direct Costing;
- Marginal Costing and Differential Costing;
- Marginal Cost;
- Profit Planning;
- Cost Volume Profit Analysis;
- Break-even Analysis;
- Key Factor;
- Break-even Chart;
- Angle of Incidence;
- Assumptions Underlying CVP Analysis/Break-even Charts;
- Utility of CVP Analysis;

UNIT 5 OVERHEADS ANALYSIS

- Classification of Overheads;
- Stages in the Distribution of Overheads;
- Distribution of Factory Overheads;
- Departmentalisation of Overheads;
- Distribution of Office and Administration Overheads;
- Distribution of Selling and Distribution Overheads;
- Actual versus Pre-Determined Overhead Rates;
- Over and Under-absorption of Overheads;

UNIT 6 JOB COST ANALYSIS

- Job Costing;

UNIT 7 PROCESS COST ANALYSIS

- Meaning and Utility of Process Costing;
- General Principles of Process Costing;
- Difference between Job Costing and Process Costing;
- Process Losses and Wastage;
- By-Products and Joint Products;

UNIT 8 ACCOUNTING FOR DECISION MAKING

- Concept of Decision Making;
- Concept of Relevant Costs;
- Concept of Differential Costs;
- Steps in Decision Making;
- Determination of Sales Mix;
- Exploring New Markets;
- Discontinuance of a Product Line;
- Make or Buy Decision;
- Equipment Replacement Decision'
- Change versus Status Quo;
- Expand or Contract;
- Shut Down or Continue;

UNIT 9 CAPITAL STRUCTURE: FINANCING MIX

- Meaning of Capital Structure;
- Capital Structure and Financial Structure;
- Patterns of Capital Structure;
- Point of Indifference;
- Optimum Capital Structure;
- Capital Structure Theories;
- Factors Determining Capital Structure;
- Capital Structure Practices in India;

UNIT 10 INVESTMENT APPRAISAL: BASICS OF CAPITAL BUDGETING

- Cases of Capital Budgeting Decisions;
- Concept of Capital Budgeting;
- Capital Expenditure Budget;
- Tactical Versus strategic Investment Decisions;
- Importance of Capital Budgeting;
- Rationale of Capital Expenditure;
- Kinds of Capital Investment Proposals;
- Factors Affecting Capital Investment Decisions;
- Capital Budgeting Appraisal Methods;
- Replacement of Existing Asset;
- Capital Rationing;

UNIT 11 INVESTMENT APPRAISAL: RISK ANALYSIS

- Risk Defined;
- Incorporation of Risk Factor;
- General Techniques;
- Quantitative Techniques;
- Comprehensive Illustrations;

UNIT 12 WORKING CAPITAL MANAGEMENT

- Concept of Working Capital;
- Need for Working Capital;
- Types of Working Capital;
- Adequacy of Working Capital;
- Management of Working Capital;
- Sources of Working Capital;
- Management of Cash;
- Management of Inventories;
- Management of Accounts Receivable;
- Management of Accounts Payable;
- Over and Under Trading;

UNIT 13 PAYOUTS: DIVIDENDS, BONUS AND RIGHTS

Dividend;

Bonus Shares;

Right Shares;

Sebi Guidelines for Preferential Issues;

Sebi Guidelines on Right Issues;

Course Code : MBA-E -204
Course Title : Management Information Systems

UNIT 1 UNDERSTANDING COMPUTERS

- **Computer: A Definition;**
Characteristics of Computers – Speed, Accuracy, Diligence, Versatility, Intelligence, Storage;
- **Evolution of Computers** - First Generation (1940–1956): Vacuum Tubes, Second Generation (1956–1963): Transistors, Third Generation (1964–1971): Integrated Circuits, Fourth Generation (1971– Present): Microprocessors, Fifth Generation (Present and Beyond)
Basic Anatomy of the Computer - Input Unit, Main Memory (Primary Storage), Arithmetic Logic Unit (ALU), Output Unit, Control Unit, Central Processing Unit;
Secondary Storage
- **The System Concept**

UNIT 2 MICROSOFT WINDOWS

- **Overview of Different Versions of Windows** - Windows 1.0, Windows 2.0; Windows 3.0; Windows 3.1/3.11; Windows 95; Windows 98; Windows Millennium Edition (ME); Windows 2000 professional; Windows XP;
- **Basic Elements of Windows** - Key Elements of the Windows Desktop; Icons; Anatomy of an Application Window;
- **Customising Windows** - Creating Shortcuts; Deleting a shortcut; Screen saver; Arranging icons on the desktop;
- **Working with Windows;**
Exploring Control Panel - Installing or Removing Programs; Date and Time; Fonts; Modems; Mouse; Printers; Regional Settings; Sounds; System;
Managing Files and Folders;
- **Overview of Windows Explorer** - Creating Folders; Creating Sub-folders; Opening folders; Opening files; Copying Files in Explorer by Click & Drag Method; Copying Files Discontinuously; Copying a Continuous Range of Files; Renaming Files/Folders; Deleting Files/Folders; Changing the Folder Views;
Windows Accessories - System Tools; Disk Cleanup; Scan Disk; Entertainment Utilities; Miscellaneous Accessories;

UNIT 3 INFORMATION SYSTEMS, ORGANIZATIONS, MANAGEMENT AND STRATEGY

- **What is an Information System?**
- **Organizations and Information Systems** - What is an Organization?; Common and Unique Features of Organizations; The Changing Role of Information Systems in Organizations; How Information Systems Affect Organizations; The Internet and Organizations
- **Information Systems and Business Strategy** - What is Strategic Information System?; Business-Level Strategy: The Value Chain Model; Firm-Level Strategy and Information Systems

UNIT 4 MANAGING THE DIGITAL FIRM

- **Why Information Systems** - The Competitive Business Environment and the Emerging Digital Firm; Business Perspective on information system
- **Contemporary Approaches to Information Systems** - The Technical Approach; The Behavioural Approach; Sociotechnical Systems
- **Toward the Digital Firm: The New Role of Information System in an Organization** - The Widening Scope of Information System; The Network Revolution and the Internet; New Options for the Organizational Design
- **Learning to use Information Systems: New Opportunities with Technology** - New Opportunities; The Challenge of Information Systems: Key Management Issues; Planning a New Internet Business

UNIT 5 INFORMATION SYSTEMS IN THE ENTERPRISE

- **Key System Applications in the Organization** - Different Kinds of Information Systems; Six Major Types of Systems; Relationship of Systems to One Another
- **Systems from a Functional Perspective** - Sales and Marketing Systems; Manufacturing and Production Systems; Finance and Accounting Systems; Human Resources Systems
- **Integrating Functions and Business Processes: Enterprise Systems and Industrial Networks** - Business Processes and Information System; Enterprise Applications

UNIT 6 COMPUTER HARDWARE AND SOFTWARE

- **Hardware** - The Input Unit;The Central Processing Unit (CPU); he Output Unit;The Memory Unit
- **Classification of Computers** - Classification based on Data-Handling Capability;Classification based on Functionality
- **Computer Software** - System Software;Application Software
- **Programming Languages** - First Generation: Machine Language; Second Generation: Assembly Language;Third Generation: High-Level Languages;Fourth-Generation Languages;Fifth-Generation Languages

UNIT 7 DATABASE MANAGEMENT

- **The Data Hierarchy**
- **The File Processing Approach**
- **The Database Approach** - Advantages of the Database System
- **Components of DBMS**
- **People Who Work with Databases**
- **The DBMS Architecture** - Data Independence
- **Data Models** - The Hierarchical Data Model;The Network Data Model; The Relational Data Model
- **Structured Query Language (SQL)** - Data Definition Language; Data Manipulation Language
- **Advances in Database Technology** - Object-Based Databases; Distributed Databases;Client/Server Databases

UNIT 8 SECURITY AND CONTROL OF INFORMATION SYSTEMS

- **System Vulnerability and Abuse** - Why are Systems Vulnerable?;Concerns for System Builders and Users
- Internet Hackers; System Quality Problems: Software and Data
- **Creating a Control Environment** - General Controls and Application Controls; Protecting the Digital Firm
- Developing a Control Structure: Cost and Benefits; The Role of Auditing in the Control Process
- **Ensuring the System Quality** - Software Quality Assurance Methodologies and Tools; Analysing Security Vulnerabilities; Data Quality Audit and Data Cleansing

UNIT 9 TELECOMMUNICATIONS AND NETWORKS

- **The Telecommunications Revolution** - The Marriage of Computers and Communications; The Information Superhighway;
- **Components and Functions of a Telecommunications System** - Telecommunications System Components; Functions of the Telecommunications System; Analog and Digital Signals; Communications Channels
- **Communication Networks** - Network Topologies; Private Branch Exchanges (PBX);LANs and WANs
- Broadband Network Services and Technologies;Network Convergence

UNIT 10 E-COMMERCE AND E-BUSINESS TECHNOLOGIES

- **E-mail and Groupware** - E-mail; Groupware
- **Teleconferencing** - Data Conferencing; Videoconferencing
- **Digital Information Service and Distance Learning** - Digital Information Services; Distance Learning
- **Electronic Data Interchange**

UNIT 11 ENHANCING MANAGEMENT DECISION-MAKING

- **Decision Support Systems** - MIS and DSS; Types of Decision Support Systems; Components of DSS
- DSS Applications and the Digital Firm
- **Group Decision Support Systems (GDSS)** - What is a GDSS?; Characteristics of GDSS; GDSS Software Tools; How GDSS can Enhance Group Decision-Making
- **Executive Support in the Enterprise** - The Role of Executive Support Systems in the Organizations; Benefits of the Executive Support Systems; Executive Support Systems and the Digital Firm

UNIT 12 DEVELOPING INFORMATION SYSTEM SOLUTION

- **Systems Development Life Cycle** - System Analysis; System Design; Coding; Testing; System Implementation and Maintenance
- **Systems Development Approaches** - Traditional Systems Life Cycle; Prototyping; Iterative Enhancement
- End-User Development; Application Software Packages and Outsourcing

UNIT 13 INFORMATION TECHNOLOGY AND SOCIETY

- Role of Information Technology;
Railways;
- Airlines;
- Banking;
- Insurance;
Financial Accounting;
- Inventory Control;
- Hotel Management;
Education;
- Telephone Exchanges;
- Mobile Phones;
Video Games;
- Information Kiosks;
Special Effects in Movies;

Semester 3

Course Code : MBA-E -301

Course Title : **RESEARCH METHODOLOGY**

Objectives :

To equip students with basic understanding of the research methodology and to provide an insight into the application of modern tools and techniques of research.

Course Contents:

1. Introduction to Research Methodology: Name and scope – Research in business / management – Social science and business research.
2. Research Design: Features, steps and types – Research process & research proposal.
3. Measurement and Scaling Techniques: Errors in measurement.
4. Sampling Design: Characteristics and steps – Representative sample-sampling technique.
5. Sources for Collection of Data: Primary / Secondary data – Questionnaire & interviews – Sample design – Optimal technique – Survey methods.
6. Processing, Analysis and Interpretation of Data: Editing – Coding – Classification – Tabulation – Univariate – Bivariate and multivariate analysis of data – Measures of central tendency & dispersion.
7. Testing of Hypothesis: Procedure – Statistical techniques – Chi Square test.
8. Presenting Results: Written and oral reports – Steps in report writing – Format of research report – Use of computer in research.

Suggested readings:

1. Research Methodology: C.R. Kothari
2. Business Research Methods: Donal B. Copper, Pamela S. Schindler.
3. Methodology and Techniques of Social Research: Wilkinson, Bhandarkar.
4. Methods of Social Research: Good and Hatt.
5. Research Methodology in Management: Dr. V.P. Michael.

Churchill, Gilbert A. Marketing Research – Methodology Foundation – 7th Ed. Fort Worth: Dryden 1999 ISBN: 0-03-023816

Semester 3

Course Code : MBA-E -302

Course Title : **HUMAN RESOURCE MANAGEMENT**

Objectives :

To sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

Course Contents:

1. Concepts and perspectives of Human Resource Management.
2. Human resource management in a changing environment: Corporate objectives and human resource planning: Career and succession planning.
3. Job analysis and role description: Methods of manpower search.
4. Attracting and selecting human resources.
5. Introduction and socialization: Manpower training and development.
6. Performance appraisal and potential evaluation: Job evolution & wage determination Employee welfare.
7. Industrial relations & trade unions: Dispute resolution & grievance management.
8. Employee empowerment.

Suggested readings:

1. Aswathappa. K. Human Resource and Personnel Management. Tata McGraw Hill, New Delhi, 1977.
 2. Holloway, J ed. Performance Measurement and Evaluation, New Delhi, Sage, 1995.
 3. Monappa. A. & Personnel Management 2nd ed. New Delhi, Tata McGraw Hill, 1966.
 4. Khanzode V.V. Human Resource Management: Conceptual analysis & strategies – New Delhi, Ashis Pub. 1992.
 5. McBeath, Gordon The Handbook of Human Resource Planning – Oxford: Blackwell, 1992.
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Semester 3

Course Code : MBA-E -303

Course Title : **MANAGEMENT SCIENCE AND DECISION TECHNOLOGIES**

Objectives :

To make students familiar with basics of management science and quantitative techniques used for decision making.

Course Contents:

1. Overview of Management - Evolution of management thought - Scientific management school - organization development school - Behavioral science school.
2. Management Science Approach - Historical perspective of operation research - Methodology - Decision process, Management science techniques.
3. Introduction to Statistical Techniques - Measures of central tendency & dispersion - Correlation & regression - Probability theory.
4. Introduction to LPP - Applications & formulations of LPP.
5. Transportation & assignment problem.
6. Decision theory - Decision & risk analysis
7. Queuing theory.
8. Simulation.

Suggested readings:

1. K.V. Rao - Management Science - McGraw Hill Book Company, Singapore.
 2. Gupta, S.P. and Gupta M.P. Business Statistics, New Delhi, Sultan Chand, 1997.
 3. Narag, A.S. Linear Programming and Decision Making, New Delhi, Sultan Chand, 1995.
 4. Sharma, J.K. Fundamentals of Operations Research, Macimillan, New Delhi, 2001.
 5. Terry, Sineich, Business Statistics by Examples, London, Collier Mac Millian Publishers, 1990.
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Semester 3

Course Code : MBA - E-304

Course Title : **BUSINESS POLICY AND STRATEGIC MANAGEMENT**

Objectives :

To gain knowledge and understanding of strategic management and to develop skills of business policy analysis.

Course Contents:

1. Business policy as a field of study from general management point of view, vision, mission, objectives and policies.
2. Environmental analysis and internal analysis.
3. SWOT analysis, Tools and techniques for strategic analysis, Impact matrix, The experience curve, BCG matrix, GEC Model.
4. Industry analysis, Concept of value chain, Strategic profile of a firm, Framework for analyzing competition, Competitive advantage of a firm.
5. Strategy planning and implementation, Relation between strategy and structure, Organizational values and their impact on strategy – cases.
6. Power games amongst competing players, Chief executive & board, Work of top management, Strategic management in international firm.
7. Strategies in Indian contexts – case studies.
8. Government as regulator of business / Industry, Indian companies and strategic management – Ethics & social responsibilities of business.

Suggested readings:

1. Ansoff, H. Igor, *Implanting Strategic Management*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
 2. Budhiraja, S.B. and Athreya, M.B. *Cases in Strategic Management*, New Delhi, Tata McGraw Hill, 1996.
 3. Christensen, C.T. etc. *Business Policy: Text and Cases*, 6th ed., Homewood, Illinois, Richard D. Irwin, 1987.
 4. Glueck, William F. *Strategic Management and Business Policy*, 3rd ed. New York, McGraw Hill, 1988.
 5. Hax, A.C. and Majluf, N.S. *Strategic Management*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
 6. R.L. Srivastava *Management Policy and Strategic Management (Himalaya)*.
 7. Lawrence R. Jauch *cases in Strategic Management and Business Policy*, New York: McGraw Hill, 1986.
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Semester 3

Course Code :MBA - E-305
Course Title : **INTERNATIONAL BUSINESS**

Objectives :

To acquaint the students with emerging global trends in international business environment.

Course Contents:

1. International Business: An overview, Business environment and nature.
2. Developments in International Monetary Scene – International finance – Nature – Institutions involved.
3. Recent trends in world trade & direct foreign investment, Managing MNCs, IMF and IBRD, WTO, Regional blocks.
4. Balance of Payment Structure – Disequilibrium concept, IS/LM Model.
5. Globalisation – Country risk analysis – Impact of globalization.
6. Forex Market, Exchange rate determination, Euro market, Off-shore financial centers.
7. Export Marketing: Products, services and procedure.
8. Documentary Credit Operations – (UCPDC) & other methods of international trade settlement.

Suggested readings:

1. Alworth, Julian S. The Finance, Investment and Taxation Decisions of Multinationals. London, Basil Blackwell, 1988.
 2. Bhalla, V.K. and S. Shivaramu. International Business Environment and Business. New Delhi, Anmol, 1995.
 3. Bhalla, V.K. International Economy: Liberalisation Process, New Delhi, Anmol, 1993.
 4. Bhalla V.K. International Business Environment and Management – New Delhi: Anmol, 2000. ISBN 81-261-0438-4.
 5. Ellis, John International Business Strategy / John Ellis and David Williams – London: Pitman, 1995. ISBN: 0-273-60712.
 6. Grosse, Robert International Business: Theory and Managerial Applications / Robert Grosse and Duane Kujawa – 3rd Ed – Chicago: Irwin, 1995. ISBN: 0-256-11475-A.
 7. Ricks, David A Blunders in International Business: Cambridge, Blackwell Pub, 1993.
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Semester 4

Course No. : 401 (MKT)

**Course Title : MARKETING MANAGEMENT – ELECTIVE- I
CONSUMER BEHAVIOUR**

Objectives :

To acquaint students with understanding of patterns of consumers behaviour and to equip them in designing marketing strategies.

Course Contents:

1. Consumer Behaviour: Introduction – Economics Marketing & Social Concepts – Consumer Powers. CB Models – Consumer Decision Making Process Models – Types of Consumer, Product & Services.
2. Determinants / Factors Influencing Consumer Behaviour – Needs, Motivation, Involvement, Perception, CB & Personality, Self Concept, Learning, Memory, Attitude, Culture, Demographics & Social Class – Family & Reference Groups – Cross Cultural Marketing.
3. Consumer Satisfaction: Concept, Consumer Delight – Consumer Surprise – Consumer & After Sales Services – Consumer Buying Motives & Psychology.
4. Diffusion of Innovations: Diffusion Process, Individual differences in innovativeness – Brand Loyalty.
5. Industrial Buying Behaviour: Participants in Industrial Marketing – Stages of Industrial Buying Process – Reseller Market – Government & Marketing.
6. Consumer Protection: Education Methods.
7. Consumer Movement: History & Scope, Consumer Welfare concept.
8. Global Consumer: New dimensions – problems and prospects of understanding the behaviour of global customer.

Suggested readings:

1. Marketing Management: Philip Kotler
2. Fundamentals of Marketing: Stanton & Futrell
3. Consumer Power: M.J. Anthony
4. Customer Focused Marketing: Ian Chasten
5. Modern Marketing Management: R.S. Davar
6. Consumer Behaviour: Leon G Schiffiman & L.L. Kanuk
7. Consumerism: Sherelekar
8. Indian Cases in Marketing: Dr. Dilip Sarwate
9. Consumer Behaviour: Engel James F., Chicago, Dryden Press 1990
10. Customer Behaviour: Consumer Behaviour and Beyond: Sheth Jagdish Et. Al., Fort Worth-Dryden Press, 1999.
11. Business Magazines viz Business Today, Business India, A&M

Semester 4

Course No. : 402 (MKT)

Course Title : MARKETING MANAGEMENT – ELECTIVE-II

ADVERTISING & MEDIA MANAGEMENT

Objectives :

To acquaint students with role of media in promotion mix and to equip them in taking media decisions.

Course Contents:

1. Advertising: Its functions and role in changing business scenario. Advertising, Sales promotion, Publicity, Public relations and salesmanship – Promotion mix – Advertising in marketing mix – Types of advertising – Indoor and outdoor advertising, Objections to advertising, DAGMAR concept.
2. Advertising environment: Influence on society, economy – social, cultural & ethical issues – Advertising emerging trends – Internet, Website, Internet (Portal) advertising. Role of advertising in service sector: banking, hotel, tourism etc.
3. Advertising research: Advertising effectiveness studies – Testing techniques.
4. Advertising and sales promotion: Campaign – Its objectives – Push-Pull strategies. Corporate advertising: Industrial advertising – Non-commercial advertising – Its new dimensions – Advertising communication.
5. Ad-agency: Obligations and responsibilities – Functions/services – selection and coordination, Organization set-up.
6. Media management: Media mix planning – Clutter problems – Types of media – Merits and demerits – Criteria for media choice – Media research – Print, Direct mail, Sales literature, T.V., Radio, Cable, Satellite, Outdoor, P.O.P. and Trade shows.
7. Advertising and advertisement: Presentation – Advertising copy – its body parts, details study and analysis (Slogan, Headlines, Logo, Use of models etc.)
8. Advertising and promotion budget: Techniques.

Suggested readings:

1. **Mishra M.N.: Sales Promotion & Advertising Management – Mumbai, Himalaya, 1994.**
 2. Advertising: David Ogilvy.
 3. Chunawalla S.A.: Advertising Theory & Practice 2nd Revised Edition – Mumbai, Hamalaya, 1994.
 4. Parente, Donald: Advertising Campaign Strategy: A Guide of Marketing Communication Plans – 2nd Edition: Fortworth: Dryden, 2000.
 5. Sissors, Jack Z: Advertising Media Planning – 4th Edition, Lincolnwood – NTC, 1996.
 6. Journals: 1. HBR 2. A&M 3. Advertising Agencies of India Publications.
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Semester 4

Course No. : 403 (MKT)

**Course Title : MARKETING MANAGEMENT – ELECTIVE-III
SALES AND DISTRIBUTION MANAGEMENT**

Objectives :

To acquaint the student with the concepts about developing a sound sales and distribution policy and organizing and managing sales force and marketing channels.

Course Contents:

1. Nature and scope of sales management.
2. Setting and formulating personal selling objectives; Recruiting and selecting sales personnel; Developing and conducting sales training programmes.
3. Designing and administering compensation plans; Supervision of salesman; Motivating sales personnel; Sales meetings and sales contests;
4. Designing territories and allocating sales efforts; Objectives and quotas for sales personnel;
5. Developing and managing sales evaluation programme.
6. Sales cost and cost analysis.
7. An overview of marketing channels, their structure, functions and relationships.
8. Channel intermediaries – Wholesaling and relating; Logistics of distribution; Channel planning, Organizational patterns in marketing channels; Managing marketing channels; Marketing channel policies and legal issues; Information system and channel management; Assessing performance of marketing channels; International marketing channels.

Suggested readings:

1. Anderson, R.: Professional Sales Management – Englewood Cliffs, New Jersey, Prentice Hall Inc., 1992.
 2. Anderson, R.: Professional Personal Selling – Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
 3. Dalrymple, DJ Sales Management: Concepts and Cases, New York, John Wiley, 1989.
 4. Stanton, William J: Management of A Sales Force – Chicago, Irwin, 1995.
 5. Still, R.R.: Sales Management – Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988.
 6. Walters David: Retail Marketing Management – London: MacMillan, 1987.
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Semester 4

Course No. : 404 (MKT)

**Course Title : MARKETING MANAGEMENT – ELECTIVE- IV
BRAND MANAGEMENT**

Objectives : To impart in-depth knowledge to the students regarding the theory and practice of brand management.

Course Contents:

1. What is a Brand? Brand attributes; Brand characteristics; brand personality; brand image and brand association.
2. Brand identity; Perspectives of brand identity; brand identity structure – value proposition and credibility; Organisational association; Brand loyalty. Strategic brand analysis; leveraging of brands; Managing brand system.
3. Organizing brand building and brand leadership – classic v/s new imperatives; brand leadership tasks; brand success and brand failure.
4. Brand positioning and repositioning; brand extension; brand architecture.
5. Market complexity; brand confusion; brand beyond advertising; role of sponsorship and web.
6. Brand equity – measuring of brand equity: cost based, price based, consumer based methods.
7. Global brands – planning process and practice; Brand franchise; Brand ambassador; Celebrity branding; B2B branding; Service branding; Retailer issues in branding.
8. Case studies in brand management.

Suggested readings:

1. Aaker, David A.: Managing Brand Equity, New York, Free Press, 1991.
2. Czemiawski, Richard D. and Michael W. Maloney: Creating Brand Loyalty, AMACOM, NY, 1999.
3. Kapferer J.N.: Strategic Brand Management, New York, Free Press, 1992.
4. Murphy, John A.: Brand Strategy, Cambridge, The Director Books, 1990.
5. Steward, P.: Building Brands Directly; London, Macmillan, 1996.
6. Upshaw, Lyhh B.: Building Brand Identity: A Strategy for Success in a Hostile Market Place New York, John Wiley, 1995.
7. Schmitt Bernad: Marketing Aesthetics – A Strategic Management of Brands Identity and Image: New York – MacMillan, 1997.
8. Interbrand: Brands – The New Wealth Creator – London, MacMillan, 1998.
9. Nicholas Ind.: The Corporate Brand – London, MacMillan, 1997.
10. Varma Harsh: Brand Management New Delhi; Excell 2002
11. David A. Aakar: Building Strong Brands and Managing Brand Equity - New York The Free Press
12. David A. Aakar and Erich J.: Brand Leadership – New York, The Free Press
13. Fiona Gilmore: Brand Warriors – London, Harper Collins.
14. Y.L.R. Moorthi: Brand Management – The Indian Context – New Delhi Vikas.

Semester 4

Course No. : 405 (MKT)

**Course Title : MARKETING MANAGEMENT – ELECTIVE- V
SERVICES MARKETING**

Objectives :

To acquaint students with the challenges before service providers while marketing their products and with a conceptual framework for effective marketing of service by customer oriented approach in service delivery.

Course Contents:

1. Services marketing: Introduction – History – Role of services in growing economy – Importance of marketing of services – Services vis-à-vis tangible goods – Classification of services to gain strategic insight – 4 P's for marketing of services.
2. Service as a product: Dimension of services – Understanding customer expectations – Developing and managing customer service functions – case studies.
3. Designing services for marketing: Process – Blue print of services – Servicescape – The impact of physical surroundings on customers and employees – Developing new services.
4. Customer service: Developing and managing customer service functions – Customer relationships.
5. Service quality and customer satisfaction: Measuring service quality and managing customer satisfaction. Measuring quality of service – Servqual.
6. Understanding costs and developing pricing strategies.
7. Delivery and promotion of services.
8. Managing information technologies in the organization – Building a total customer oriented service organization.

Suggested readings:

1. Christopher H. Lovelock: Managing Services
 2. Christopher H. Lovelock: Service Marketing
 3. Parasuram & Berry: Marketing Services
 4. Hesket, Sasser & Hart: Service Breakthroughs
 5. Zeithaml & Bitner: Services Marketing – McGraw Hill
 6. Kasper Hans: Services Marketing Management – Chichester, 1999.
 7. Dr. S. Shajahan: Services Marketing – Himalaya.
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Semester 4

Course No. : 401 (IBM)

Course Title : **INTERNATIONAL BUSINESS MANAGEMENT – ELECTIVE - I**
GLOBAL BUSINESS STRATEGIES

Objectives :

To prepare theoretical base for understanding global business and to study strategies adopted in such global business dealings

Course Contents:

1. Global business – an overview.
2. International business theories.
3. Liberalization and Globalization of Business.
4. Strategic management of global business.
5. Competitive strategy and global business environment effects of MA and MV in competitive strategic formula in achieving & retaining global competitiveness.
6. Business ethics & global strategic management.
7. International labour and capital movement (Mobility).
8. Recent trends in global business.

Suggested readings:

1. V.K. Bhalla & S. Shivramu: International Business Environment & Management
 2. Davidson William H.: Global Strategic management – New York: John Wiley, 1982
 3. Negandhi Anant R.: International Strategic Management – Lexington: Lexington Books, 1989
 4. Sheth Jagdish N.: Global Strategic management perspective – Cincinnati: South Western Publication, 1989
 5. Veron – Wortzel Heidi – Global Strategic management: The Essentials – 2nd Edition, New York: John Wiley, 1985.
 6. Ellis John: International Business Strategy – London: Pitman, 1995
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Semester 4

Course No. : 402 (IBM)

Course Title : **INTERNATIONAL BUSINESS MANAGEMENT – ELECTIVE -II**
EXPORT – IMPORT PROCEDURES AND DOCUMENTATION

Objectives :

To enable students to become conversant with cross border trade procedure & practices followed by Indian Banks dealing in FOREX operations.

Course contents:

1. Trade and exchange control regulations relating to import and export. Procedure to start export – import activity.
2. Foreign letter of credit-Parties – types and mechanism – opening of foreign L.C.
3. Financing of export – Pre and Post shipment finance / Negotiation / Purchase / Discounting of export bills – factoring – Project exports – Deemed export – Crystallisation of export bills.
4. Handling of export / import documents / B.E., Invoices, Transport, Risk bearing, Statutory documents – INCOTERMS.
5. Guarantees used in International Trade
6. Cargo clearance – Types of containers/ stuffing / Handling / Loading / Unloading operations
7. Applications of exchange rates in FOREX transactions.
8. Role of ECGC.

Suggested readings:

1. Exchange Control Manual – R.B.I. – Vol. I & II
 2. A.P. / DIR – Circulars of R.B.I.
 3. Import – Export Policy 2002-2007 – Ministry of Commerce Publication
 4. Handbook of Import – Export Procedure – Ministry of Commerce Publication
 5. UCPDC – ICC 500 & 522
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Semester 4

Course No. : 403 (IBM)

**Course Title : INTERNATIONAL BUSINESS MANAGEMENT – ELECTIVE -III
INTERNATIONAL MARKETING**

Objectives :

To acquaint students with marketing principles and practices in respect of selling product across the border.

Course Contents:

1. International marketing – Definition, concept and setting.
2. Planning for International Marketing.
3. International Marketing Mix – Identification of Market.
4. Product policy, promotion, pricing, distribution strategy.
5. Marketing mix for services sector.
6. Direct Marketing.
7. Global Branding.
8. Cases in International Marketing.

Suggested readings:

1. Fram Bradley: International Marketing Strategy
 2. Alexander Hiam & Charles Shaw: International Marketing
 3. Philip Kotler & Armstrong: Principles of Marketing
 4. Buzzel Robert D.: Global Marketing Management – Cases and Reading; 3rd Ed. Reading: Addison-Wesley, 1995.
 5. Jain, Subhash C.: International Marketing, Management – 5th Ed., Cincinnati: South Western College, 1996.
 6. Keegam Warner J.: Global Marketing Management – 5th Ed., New Delhi, Prentice Hall, 1995.
 7. Quelch John A.: Cases in European Marketing Management – Burr Ridge: Irwin, 1994.
 8. Varshney R.L.: International Marketing Management – An Indian Perspective – 10th Ed., New Delhi: Sultan Chand, 1996.
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Semester 4

Course No. : 404 (IBM)

**Course Title : INTERNATIONAL BUSINESS MANAGEMENT – ELECTIVE IV
FOREIGN EXCHANGE MARKETS**

Objectives :

To acquaint students with functioning of FOREX market with special reference to exchange rate mechanism and derivative instruments.

Course Contents:

1. Foreign exchange market – Necessity, nature, dealings and type.
2. Constituents of foreign exchange markets – LIBOR / SIBOR etc.
3. World financial markets.
4. Exchange rate operations in Forex market. Exchange arithmetic.
5. Forex markets of India – Structure and size.
6. Spot and forward dealing in Forex market: Exchange rate card.
7. Currency option; Future; Swap dealings in Forex market.
8. Case studies in Forex market.

Suggested readings:

1. Prof. A.V. Rajwade: Foreign Exchange, International Finance and Risk Management – New Delhi: 1995.
 2. Adrian Buckley: The Essence of International Money – Prentice Hall Series.
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Semester 4

Course No. : 405 (IBM)

**Course Title : INTERNATIONAL BUSINESS MANAGEMENT – ELECTIVE -V
INDIA’S FOREIGN TRADE POLICY**

Objectives :

To acquaint students with the trend, structure and pattern of India’s foreign trade and its impact on India’s balance of payment.

Course Contents:

1. Trend, structure, composition and pattern of India’s foreign trade.
2. Statutes governing India’s foreign trade i.e. Exim policy; Handbook of Import and Export procedure.
3. B.O.P. in general and analysis of India’s balance of payment.
4. Developments in Indian foreign trade: Five year plan.
5. BOU, EPZ and EPC’s in India.
6. Financing methods of foreign trade available in India; Role of BCGC/FDI.
7. Foreign direct investments in India.
8. Latest developments in India’s foreign trade.

Suggested readings:

1. Reports on Currency & Finance – R.B.I. Publication Vol. I & II
 2. Annual Reports – Ministry of Commerce Publication
 3. Ingram & Dunn: International Economics
 4. V.K. Bhalla & Shivarama: International Business Environment and Management
 5. Kumar Satish: Developing Countries in International Trade Relations – Allahabad: Chugh Publications, 1987.
 6. WTO Annual Report 1998 – Geneva: WTO, 1999.
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Semester 4

Course No. : 401 (PROD)

**Course Title : PRODUCTION AND OPERATIONS MANAGEMENT–ELECTIVE- I
PRODUCTION PLANNING AND CONTROL**

Objectives :

To develop a broad conceptual framework based on the research done to bridge the gap between the theoretical solutions on one hand and the real world problems on the other in 'production', 'planning' and 'control'.

Course Contents:

1. Production planning and control function; Material requirement planning; Production inventory systems; Forecasting for inventory and production control;
2. Aggregate planning: Job shop planning;
3. Scheduling and control;
4. Just-in-Time production; Line balancing;
5. Planning for high volume standardized products;
6. Procedures and documentation in production planning and control;
7. Application of computers; ERP.
8. Case Studies in production planning and control.

Suggested readings:

1. Caubang, Ted C. Readings on Production Planning and Control, Geneva, ILO.
 2. Vollmann, T.E. etc. Manufacturing Planning and Control, Homewood, Illinois, Richard D Irwin, 1988.
 3. Shtub Avraham: Enterprise Resource Planning (ERP) – The dynamics of Operations Management: Boston, Kluwar, 1999.
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Course No. : 402 (PROD)

**Course Title : PRODUCTION AND OPERATIONS MANAGEMENT– ELECTIVE- II
OPERATIONS RESEARCH**

Objectives :

To introduce the students to the principles of operations research techniques and their applications in decision making. Students will also be required to use computer packages for data processing purposes.

Course Contents:

1. Post optimality analysis – Sensitivity analysis, Parametric programming.
2. Inventory control techniques.
3. Replacement models and policies – Replacement problem and system reliability.
4. Applied queuing models.
5. Network models.
6. Dynamic programming.
7. Non-linear programming technique (Quadratic Programming).
8. Case studies in operations research.

Suggested readings:

1. Operational Research – By Hilier & Lieberman
2. Operational Research – By Kanti Swaroop / P.K. Gupta / Manmohan

Semester 4

Course No. : 403 (PROD)

Course Title : PRODUCTION AND OPERATIONS MANAGEMENT – Elective III
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LOGISTICS MANAGEMENT

Objectives :

To acquaint students with basic theory and techniques of logistics in the changing business environment to improve effectiveness and competitiveness of an enterprises. Students would be encouraged to use computer software packages for problem solving.

Course Contents:

1. Introduction to logistics and its interface with production and marketing;
2. Measures of logistics; Physical distribution and logistics;
3. Logistics system analysis and design; Warehousing and distribution centers; Location; Transportation systems: Facilities and services;
4. Dispatch and routing decisions and models;
5. Inventory management decisions;
6. Logistics audit and control; Packaging and materials handling;
7. International logistics management.
8. Logistics – future directions.

Suggested readings:

1. Ballau, Renald H.: Business Logistics Management, Englewood Cliffs, New York: Prentice Hall Inc., 1992.
2. Beal K.: A Management Guide to Logistics Engineering, U.S.A., Institute of Production Engineering, 1990.
3. Benjamin S.B.: Logistics Engineering and Management. Englewood Cliffs, New York, Prentice Hall Inc., 1996.
4. Christopher, M.: Logistics and Supply Chain Management; Strategies for Reducing Costs and Improving Services, London, Pitsman, 1992.
5. James, C.J. and Wood; Donald F.: Contemporary Logistics, New York, Macmillan, 1980.
6. Shapiro, R.: Logistics Strategy – Cases and Concepts – St. Paul, West, 1995.
7. Oak Brook: Reuse and Recycling – Reverse Logistics Opportunities; Council of Logistics Management, 1993.

Semester 4

Course No. : 404 (PROD)

**Course Title : PRODUCTION AND OPERATIONS MANAGEMENT-ELECTIVE- IV
TRANSPORTATION MANAGEMENT**

Objectives :

To acquaint the students with the problems faced in planning policy for executing the transportation system.

Course Contents:

1. Growth of urbanization and problems of transportation; Transport-challenges and limitations;
2. Government activities in transportation;
3. Transportation systems – Planning, operation and management;
4. Trip generation and distribution; Load planning; Transportation modes and their selection;
5. Sequential travel demand forecasting models;
6. Future developments in transportation;
7. Motor Vehicle Act 1988 and its impact on urban transportation system; Emission norms.
8. Case studies in transportation management.

Suggested readings:

1. Baerwald, J.E.: Transportation and Traffic Engineering Handbook – Englewood Cliffs, New Jersey, Prentice Hall Inc., 1976.
2. Bell, G. etc.: The Business of Transport – Plymouth, McDonald and Evans, 1984.
3. Dickey, J.W. Metropolitan Transportation Planning – New Delhi, Tata McGraw Hill, 1980.
4. Grey, G.E. and Hole, L.A.: Public Transportation Planning: Operations and Management – Englewood Cliffs, New Jersey, Prentice Hall Inc., 1979.
5. Gupta, M.P.: Metropolitan Transportation System – New Delhi, National, 1983.
6. Papacostas, C.S.: Fundamentals of Transportation Engineering – Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.

Semester 4

Course No. : 405 (PROD)

**Course Title : PRODUCTION AND OPERATIONS MANAGEMENT- ELECTIVE- V
SERVICE OPERATIONS MANAGEMENT**

Objectives :

To acquaint students with decision making in planning, design, delivery, quality and scheduling of service operations and role of service quality and operations in emerging services economy in India.

Course Contents:

1. Matrix of service characteristics; Challenges in operations management of services;
2. Aggregate capacity planning for services; Facility location and layout for services;
3. Job Design – safety and physical environment; Effect of automation; Operations standards and work measurement;
4. Measurement and control of quality of services; Dynamics of service delivery system;
5. Scheduling for services personnel and vehicles; Waiting-line analysis;
6. Distribution of services; Production-support services; Maintenance of services;
7. Inventory control for services;
8. Case studies on professional services.

Suggested readings:

1. Bowman David E. etc.: Service Management Effectiveness – Balancing Strategy, Organization and Human Resources Operations and Marketing, San Francisco, Jossey Bass, 1990.
2. Collier David A.: Service Management: Operating Decisions; Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
3. Fitzsimmons, James A and Sullivan, Robert S.: Service Operations Management; New York, McGraw Hill, 1982.
4. Heskett, James L. etc.: Service Breakthroughs – Changing the Rules of the Game, New York, Free Press, 1990.
5. Murdiek, R.G. etc.: Service Operations Management; Boston. Allyn and Bacon, 1990.
6. Sharma, J.K.: Service Operations Management; Delhi, Anmol, 2001.
7. Voss, C. etc.: Operations Management in Service Industries and the Public Sector; Chichester, Wiley, 1985.

Semester 4

Course No. : 401 (HRM)

Course Title : HUMAN RESOURCE MANAGEMENT – ELECTIVE- I

LABOUR LEGISLATION

Objective : To acquaint the students with the legal formalities and prerequisites to functioning of industries, the treatment to be mandatorily meted out to workmen, the jurisprudence of labour and the history of Trade unionization. Here the attempt shall be limited to providing them only with a cursory view of the legal ambit of business owing to constraint of time and level of attainment of the students.

The ubiquitous requirement of instruction in every legislation shall be a discussion on the nature, scope and applicability of the enactment, which is not mentioned separately under the head "Contents".

Course Details :

1. Industrial Jurisprudence & Trade Union Movement

Jurisprudence (concept in brief). An overview of Industrial Jurisprudence,; Principles such as Social Justice, Natural Justice, Equity and National Economy, History or Trade Union Movement; Discussion (Brief) on prominent Trade Unions formation, membership, functions, political affiliation and weaknesses.

2. The Factories Act, 1948

Definition of Factory, Manufacturing process, Worker, Occupier, Health, Welfare and Safety Provisions; Hours of Work, Annual Leave with Wages.

3. The Payment of Wages Act, 1936

Definition of Wages; Rules for payment of wages; Authorized Deductions from Wages; Obligations of Employers and Employees.

4. The Industrial Employment (Standing Orders) Act, 1946

Definition of Certifying Officer, Employer, Certification of Standing Orders, Acts and Omissions constituting misconduct.

5. The Industrial Disputes Act, 1947

Definition of Industry, Industrial Disputer, Award, Public Utility Service, workman; concept of Strike, Lock-out, Lay-off, Retrenchment and Closure; Machinery set up for resolution of disputes, both with State intervention and without State intervention.

6. Shops and Establishments Act (The Bombay Act, 1948)

Definition of Commercial Establishment Shop; Registration of establishments; working hours of shops, restaurants, theatres; Employment of Women and Children, Health and Safety; Obligation of Employers.

Reference Books

Unit I, II, III, IV & VI - A. M. Sharma - "Industrial Jurisprudence and Labour Legislation"
Himalaya Publication.

Unit V - P.R.N. Sinha & Orgs. - "Industrial Relations, Trade Unions and Labour Legislation";
Pearson Education.

Semester 4

Course No. : 402 (HRM)

**Course Title : HUMAN RESOURCE MANAGEMENT – ELECTIVE - II
TRAINING & DEVELOPMENT METHODOLOGY**

Course Objective:

To expose students to all the necessary aspects of Training and Development function.

Course Details:

1. Concepts of Education, Training, Development & Learning.

2. Designing the training programme

Defining the Aim; Defining the Learning objectives determining the contents; choosing the Methods; Determining the Resources; Designing the Course; Presenting the Course; Review to improve; preparing the physical learning environment.

3. Learning Theories

Reinforcement Theories; Cognitive Theories; A Process Model of Adult Learning Experimental Learning Theory Learning to Learn and Self - Development Mental Process; Neuro - Linguistic Programming (NLP)

4. Learning Methods

Lectures; Demonstration; Discussions; Active Participation Methods, i.e. Case study, Role Play, Simulation, Games.

5. Learning Theories

Reinforcement Theories; Cognitive Theories; A Process Model of Adult Learning Experimental Learning Theory Learning to Learn and Self - Development Mental Process; Neuro - Linguistic Programming (NLP).

6. Learning Methods

Lectures; Demonstration; Discussions; Active Participation Methods, i.e. case study, Role Play, Simulation, Games.

7. Audio-Visual Aids Types

Display Aids Projected Aids Printed Aids Visual Aids

8. Evaluation of Training

Purpose of Training Types of Evaluation, Self-Evaluation

9. Trainer's Evaluation, Learner's Evaluation

Reference Books:

Managing the Training process - Mike Wills
Resource Based Learning - Julie Dorell
Learning to Change - Shalia harri Augetein & Lann M. Webb

Semester 4

Course No. : 403 (HRM)

Course Title : HUMAN RESOURCE MANAGEMENT – ELECTIVE- III

COMPENSATION AND BENEFITS MANAGEMENT

Course Objective: Compensation is a vital H.R. function that requires, like any other H.R. function, careful planning and implementation. In wake of the ever evolving socio-economic scenario, it becomes imperative that every H.R. professional in the making is updated, with information regarding the tax implication and other issues governing the administration of compensation and peripheral benefits that become payable to employees in the organization.

Course Details:

Introduction

Concept of compensation and Benefits Mgt. policies of organization factors affecting compensation and benefits decisions: scope and importance of compensation and benefits Managements: Pay models; compensation committee and cooperative governance; Labour cost and its components.

Time keeping and time booking

Concept of Time Keeping and time booking; idle time, treatment of idle time: concept of flextime and time working and implementation.

Attrition

Reasons of Attrition; implications of Attrition: costs associated with attrition: remedies to overcome attrition

Pay models and structure of compensation

Components of compensation package: Types of incentives, diff methods of designing incentives; cost to the company concept (CTC) methods and procedures of wage payment and e-transfer.

Taxation aspect

Taxation of the earning; Management of fringe benefits: other perquisites ESOP; Fringe benefits tax; drafting a letter in the light of statutory applicable provisions.

Performance linked pay systems

Job evaluation; Merit rating; performance appraisal; Reward management.

HR Accounting

Accounting of HR, treatment of HR in Balance sheet: Mapping with compensation

International HR issue related to compensation

Designing payment of ex-patriots: Deputation allowance for the employees deputed out (abroad).

Books Recommended:

1. Labour cost accounting and compensation management: A.P. Rao.
 2. New Compensation Management in changing environment.
 3. Managing Human Resources: W.F Cascio.
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Semester 4

Course No. : 404 (HRM)

**Course Title : HUMAN RESOURCE MANAGEMENT – ELECTIVE- IV
PERFORMANCE MANAGEMENT SYSTEMS**

Course Objectives :

- f To enable students, knowledge of managing performances for greater success.
- f To provide information about the latest developments and trends in the practice of Performance Management.

Course Details:

I. Introduction to Performance Management

Meaning of Performance Management, Scope, features of effective Performance Management Systems; use and of effectiveness of Performance Management Systems, Performance Management as an interlinked process.

II. Application of Performance Management Systems

Conceptual framework for Performance Management, Developing an effective MIS and Performance feedback system, Link between Performance Management and pay; Performance Management and job evaluation; Performance Management for teams.

I. Performance Management Process

Defining Performance Measures – Types of measures; Criteria for Performance Measures; Setting Performance Standards; Competence & Competency Analysis; Guidelines for conducting performance Management.

II. Developing and Maintaining Performance Management Systems

Introducing Performance Management to employees and enabling learning about Performance Management; Performance Management training; Evaluating Performance Management – areas for examination and methods.

III. Impact of Performance Management Systems on Individuals and Organizations

Significance of Performance Management for, improving employee performance and overall organizational performance; Strategic linkage between performance Management and achievement of Organizational goals; Measuring contribution and impact of performance Management.

IV. Evaluation of Performance Management Systems used by Organizations Currently

:Balance Score Card as a management system, Linking multiple score card measures to a single strategy, limitations of financial measurement of business performance. The Balance Score Card model – Financial perspective, Customer perspective, Internal Business – Process perspective, Learning and growth perspective.

Best practices in industry regarding Performance Management and Systems, Research on views about Performance Management, Problems and key issues in Performance Management.

Books Recommended

1. Performance Management – Michael Armstrong & Angela Barren
2. Performance Management Vol – I – Lowe P (Kogan Page India Pvt. Ltd.)
3. Performance Appraisal – Fister M (Kogan Page India Pvt. Ltd.)
4. Performance Management – T V Rao
5. Maximum Performance Management – Josept H Boyett & Henry P Conn
6. Balance Score Card – P.S. Kaplan & D.P. Norton

Semester 4

Course No. : 405 (HRM)

**Course Title : HUMAN RESOURCE MANAGEMENT - ELECTIVE- V
ORGANIZATIONAL DEVELOPMENT AND CHANGE
MANAGEMENT**

Objectives :

1. To impress the importance of Human Approach for imbibing change.
2. To get a sound understanding of the various OD interventions used in organizations

Course Contents:

1. Introduction to OD: - History of OD – Survey researches feedback stem, action research Stem, Socio-technical & Socio – clinical stem, Values, Assumptions & beliefs in OD, Chronology of events in Management & Organization thought, early statements of OD values & assumptions, Implication of OD values & assumptions.
2. Theory & Management of OD: - Foundation of OD; Models and theories of planned change – Systems theory, Participation & empowerment – teams & team work, Parallel learning structure – Normative re-educative strategy of changing. Applied Behaviour Science – action Research.
3. Managing the OD Process: - Diagnosis – Action Component: OD interventions, Program Management Component, Action Research & Organization Development.
Action Research: a process and approach, History and varieties of action research OD Interventions: - An Overview of OD Interventions, Classifying OD Interventions.
4. Team Interventions, Team & Teamwork: Strategic units of Organization Broad Team building interventions – The formal group diagnostic meeting. The formal group team building meetings, Process consultation meeting Role analysis technique, A role negotiation technique, Force field analysis.
5. Comprehensive Interventions: - Beckhard's confrontation meetings, Strategic Management activities Survey feedback System 1 – 41, Grid organization development, Schien's cultural analysis, Trans organizational development.
6. Structural Interventions: - Socio-technical systems (STS) Self Managed teams; Work redesign, MBO & Appraisals – Quality Circles, Quality of work life projects, Physical setting and OD, Total Quality, Management (TQM), Re-engineering and OD.
7. Individual Interventions: - Sensitivity training – Behaviour Modeling, Life & Career planning, issues in client consultant relationships. Transactional Analysis, Johari Window.

Reference Books:

1. Organization Development – Wendell L. French, Cect H Bell Eastern Economy addition, Publisher Prentice – Hall
2. Images of an Organization – Gareth Morgan
3. Change Management – Dump & Stacy
Adison – Wesley Series on OD Sage Publication (28 Books)

Semester 4

Course No. : 401(FIN)

Course Title : FINANCIAL MANAGEMENT – ELECTIVE- I

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Objectives :

To provide students knowledge and understanding regarding the theory and practice of security analysis, investment decision making and portfolio management.

Course Contents:

1. Investment – return & risk.
2. Risk & Return: Total Risk and its factors.
3. Valuation of Equity Shares: Economic Analysis, Industry Analysis, Company Analysis.
4. Valuation of Fixed Income Investments:
5. Portfolio Management: Introduction to Portfolio Management, Capital Market Theory, Portfolio Analysis, Portfolio Management Strategies, Capital Asset Pricing Model, Portfolio Revision.
6. Recent Developments in Investment Management.

Suggested readings:

1. Amling, Frederic, Investment. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1983.
 2. Bhalla, V.K. Investment Management: Security Analysis and Portfolio Management, 8th ed., New Delhi, S. Chand, 2001.
 3. Fischer, Donald E. and Jordan, Ronald, J. Security Analysis and Portfolio Management, 6th ed., New Delhi, Prentice Hall of India, 1995.
 4. Fuller, Russel J and Farrell, James L. Modern Investment and Security Analysis. New York, McGraw Hill, 1993.
 5. Haugen, Robert H. Modern Investment Theory. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
 6. Huang, Stanley S.C. and Randall, Maury R. Investment Analysis and Management, London, Allyn and Bacon, London, 1987.
 7. Sharpe, William F. etc. Investment, New Delhi, Prentice Hall of India, 1997.
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Semester 4

Course No. : 402 (FIN)

**Course Title : FINANCIAL MANAGEMENT – ELECTIVE - II
MERGERS AND ACQUISITIONS**

Objectives :

The purpose is to study various aspects like analysis, accounting & regulation of mergers & takeovers against the SEBI guidelines.

Course Contents:

1. Types of and Motives For Business Combinations: A) Form of Business Combinations: Mergers Acquisitions. Takeovers. Amalgamation. Leveraged Buy-outs B) Motives for Businesses Combinations: Accelerated Growth. Enhance Profitability. Diversification of Risk. Tax Benefits. Financial Benefits. Increased Market Power etc.
2. Analysis of Mergers: A) Planning: SWOT Analysis. Corporate Goals, Relevance of Product Market Strategies. Analysis of Industry Specific and Firm Specific Information. B) Search and Screening: How and Where to Look? Alternatives to Mergers: Is Merger the Best Alternative? C) Financial Evaluation: Determination of Cash – Flows. Areas of Risk. Purchase Consideration. Best Way to Finance the Merger.
3. Regulation of Mergers and Takeovers: A) Companies Law B) Income-Tax Law C) SEBI Guidelines for Takeovers D) Other Applicable Laws.
4. Accounting for Merges and Acquisitions: A) Accounting Standards in India. International Accounting Standards B) Pooling of Interests Method C) Purchase Method.
5. International Business Combinations: A) Brief Study of Legal and Practical Aspects. International Business Combinations B) Joint Ventures Abroad C) Exchange Regulations in India Relating to Cross-Frontier Business Combinations.

Suggested readings:

1. Mergers, Restructuring & Corporate Control – Weston, Chung & Hoag
 2. Financial Management and Policy – Van Horne
 3. Principles of Corporate Finance – Brealey and Myers
 4. Financial Management – I.M. Pandey
 5. Mergers and Takeovers – Legal and Practical Aspects – Institute of Charters Accountants of India.
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Semester 4

Course No. : 403 (FIN)

Course Title : FINANCIAL MANAGEMENT – ELECTIVE – III MANAGEMENT OF FINANCIAL INSTITUTIONS AND SERVICES

Objectives :

To acquaint the students with specific financial management problems of financial institutions including a detailed study of the working of the leading financial institutions in India.

Course Contents:

1. The role and importance of financial institutions.
2. Financial management models and their applications in financial institutions; Application of the wealth maximization model to financial decisions.
3. Evaluating risks and returns of assets and liabilities of financial institutions.
4. Flow of fund analysis of the borrowing and lending behaviour of financial institutions; Interest rate analysis; interest rates in the financial system; Yield curve; Risk and inflation.
5. Financial management of commercial banks; Banking law and regulation; Provisions of RBI's operations; Credit and monetary planning; Insurance companies; Thrift institutions; Development banks; Role of development banking in industrial financing in India; Capital adequacy and capital planning; Strategy of growth; Problems of time and cost over runs.
6. Financial planning of financial institutions; Financial goals and proforma statements; Working and organization of different institutions in India like IFCI, ICICI, IDBI, UTI, LIC, MUTUAL Funds.
7. International aspects of financial institutions.

Suggested readings:

1. Bhalla, V.K. International Financial Management, 2nd ed., New Delhi. Anmil, 2001.
2. Bhalla, V.K. Managing International Investment and Finance. New Delhi, Anmil, 1997.
3. Buckley, Adrian. Multinational Finance. 3rd ed., Englewood Cliffs, Prentice Hall Inc., 1996.
4. Eiteman, David K and Stonehill, Arthur I. Multinational Business Finance. California, Addison – Wesley, 1988.
5. Johnson and Giaccotto. Options and Futures. St. Paul, West, 1995.
6. Kim, Suk and Kim, Seung. Global Corporate Finance : Text and Cases. 2nd ed., Miami, Florida, 1993.
7. Shapiro, Alam C. Multinational Financial Management. New Delhi. Prentice Hall of India, 1995.

Semester 4

Course No. : 404 (FIN)

**Course Title : FINANCIAL MANAGEMENT – ELECTIVE – IV
MANAGEMENT CONTROL SYSTEM**

Objectives :

To acquaint the students with specific financial management problems of financial institutions including a detailed study of the working of the leading financial institutions in India.

Course Contents:

The Main Objective of the course is to appraise the students the about the concept of management control system as well as its role in efficient management of public system organizations. **Course contents:**

1. Management control – An overview: Nature, scope and concept of management control systems.
2. Organization goals, Strategic planning and implementations, Organisation structure, Contingency theory, Organizational climate position of controller in the organization structure of an organization.
3. Management control process: Programming, budgetary planning and procedures. Budgetary control, analysis of variances, Flexible budgeting, Zero-base budgeting, Performance budgeting, Accounting aspects of control including internal audit and control and value for money, Analysis and reporting, Variance reporting.
4. Management control structure: Responsibility center, Responsibility accounting, Cost center, Profit center, Inter-divisional transfer pricing, Measurement of divisional performance including performance evaluation – qualitative and quantitative, Investment center.
5. Behavioural aspects of management control: Motivation and morale, Goal congruency, Participative and responsive management. Human as a part of information process, Learning curves.
6. Management control in specialized organization: Selected case studies on non-profit and public service organizations.

Suggested readings:

1. Anthony, R N and Govindrajana V. Management Control Systems. 8th ed., Taraporevala, Chicago, Irwin, 1995.
2. Emmanuel, C and Otley, D. Accounting for Management Control. London, Nostrand Reinhold, 1985.
3. Ghosh, P K and Gupta, G.S. Cost Analysis and Control. New Delhi, Vision, 1985.
4. Glynn, J.J. Value for Money: Auditing in Public Sector. London, Prentice Hall Inc., 1985.
5. Hersey, P and Blanchard, H.B. Management of Organization Behaviour: Utilising Human Resources. New Delhi Prentice Hall of India, 1988.
6. Maciariello, J A and Kirby C.J. Management Control System. Englewood Cliffs, New Jersey, Prentice Hall of Inc., 1994.

Semester 4

Course No. : 405 (FIN)

**Course Title : FINANCIAL MANAGEMENT – ELECTIVE- V
FOREIGN EXCHANGE MANAGEMENT**

Objectives :

To acquaint participants with the mechanism of Forex Market, Measurement of Foreign Exchange Risk and Exposure.

Course Contents:

1. Foreign Exchange Definition.
2. Forex Market, Nature & dealings – Exchange Rate Mechanism.
3. Understanding of Rate Card – Direct & Indirect Rate Quote. Exchange Arithmetic – Spot forward & Derivative Market. Exchange Risk & Exposure Management.
4. Documentary Credit Operations, Trade Settlement Methods – UCPDC – Import Letter of Credit.
5. Export Finance – Pre & Post-ship. Sources of External Finance – ECB – Loans,
6. Forex Documentation.
7. Balance of Payment & Exchange Rate.

Suggested readings:

1. APDIR Circulars of R.B.I.
 2. Aliber, Exchange Risk & Corporate International Finance
 3. A.C. Shapiro, International Financial Management
 4. International Finance by – Prof. Apte
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Semester 4

Course No. : 401 (Ret)

Course Title :Retail Management – ELECTIVE – I -Fundamentals of Retail

Objective: The objective of this paper is to promote an understanding of Basic of Retail. Concepts, importance of Franchising in Retail industry have been discussed.

Unit I Retailing – Definition & Importance – Indian vs Global Scenario – Types of Retailing – Store Retailing – Non Store Retailing

Unit II: Types of retail formats- Franchising in retailing : Meaning - Types ,Advantages & Disadvantage of Franchising, elements of Franchising Retail organization structure – Major functional areas – careers in retailing

Unit III: Retail Location – Factors affecting retail location decision – Site selection – Factors affecting site selection – Steps in selecting site – Location based retail strategies

Unit IV: Store design – Interiors & exteriors – Store layout – Types of layouts – Factors affecting store layout – Retailing image mix – Store Façade

Unit V: Retail Strategies – Differentiation strategies – Growth strategies – Expansion Strategies – Pricing strategies.

Suggested Readings:

1. Retailing Management – Swapna Pradhan
2. Retail Marketing Management – Swapna Pradhan
3. Retail Management – Gibson Vedamani
4. Retail Management – Levy & Weitz
5. Channel Management & Retail Management – Meenal Dhotre
6. Retail Marketing Management – David Gilbert
7. Retail Management - Ron Hasty & James Reardon
8. The Art of Retailing – A.J. Lamba
9. Retail Management – W. Steward
10. Retail Management – Analysis, Planning & Control – David Walters

Semester 4

Course No. : 402 (Ret)

Course Title : Retail Management ELECTIVE- II -Merchandising and Sales Promotion

Objective : This course provides the student with a comprehensive view of merchandising, buying systems, store layout etc. in a practical retail managerial environment. The aim is to equip students with basic understanding of the major building blocks of retailing, such as visual merchandising and display analysis

Unit 1: Planning Merchandise Assortments: What is Merchandise Management? Methods of planning and calculating inventory levels, Merchandiser skills and profile, Range Planning, Merchandise assortment and support.

Unit 2: Buying Merchandise: Negotiating the purchase, assortment planning process, sourcing, arranging and displays, space management, organizing the buying process by categories and objectives, international sourcing decisions, meeting vendors, establishing and maintaining strategic partnerships with vendors, ethical and legal issues in purchasing merchandise.

Unit 3: Buying Systems: Merchandise Budget Plan, Open to buy, Staple Merchandise Buying system, Allocating Merchandise to store, analyzing merchandise performance, Markups and Markdowns in Merchandise Management, Shrinkage in Retail Merchandise Management, Gross Margin Return on Inventory.

Unit 4: Store layout, Design and Visual Merchandising: Atmospherics, store layout, space planning, space mix, floor space management, Merchandise presentation techniques, shop displays

Unit 5: Retail Communication Mix: Role of Retail communication Program, planning the Retail communication Program, Implementing Retail Advertising Program, promoting the retailer as a brand, selecting the promotional mix, advertising and sales promotion, publicity, personal selling and relationship marketing, Frequent shopper loyalty.

Unit 6: Brand building and advertising management: Advertising and sales promotion- strategic considerations for decision making (Media planning, advertising research, creative strategy), Micro-marketing in retailing, Life cycle of a brand, brand positioning and role of advertising, brand – consumer relationship, power brands, super brands, corporate brands.

Unit 7: Globalization in advertising: Retail revolution, Advertising standardization, Advertising styles in different countries, the global media, knowledge process outsourcing, Independent Media buying outfits.

SUGGESTED READINGS:

1. "Retail marketing management" by " David Gilbert" – Pearson Education
2. "Retail Management" by "Vedamani"
3. "RETAILING: Environment and Operations" by Andrew J. Newman and Peter Cullen- Thomson learning
4. "The world of Retailing" by "Levy and Weitz"
5. "Advertising Management" by "Jaishri Jethwaney" and "Shruti Jain" – Oxford publishing

Semester 4

Course No. : 403 (Ret)

Course Title : **Retail Management – ELECTIVE – III** Information Technology, MIS and E-Retailing

Objective : The objective of this paper is to update and enhance the knowledge of students about application of Information Technology in Retailing. The Students will be acquire rich knowledge on how to use the information technology in Retail Sector, Scope of e-commerce and how to acquire the benefits of Information technology.

Unit I: Role of Information Technology in Retailing, Electronic data Exchange, Bar Coding, RFID, Electronic Payment Systems. I T in supply chain Management, Internal Supply Chain Management, E-Business & SCM, Building strategic partnership and trust within SCM.

Unit II: MIS in Retail

Unit III: History of e-commerce and its impact on Retailing Environment.

Unit IV; Web-hosting Services: The web-hosting service models; type of hosting accounts, choosing a web-hosting service. Retail Strategies on the Internet.

Unit IV : E-tailing technologies: Hardware and configuration, search engine and directories, Commerce's services, Technology issues – basic infrastructure, security, pricing, Packaging

Unit V : IT in Customer Relationship Management, On-line customer service, Payment systems,

Unit VI: E-Retailing Strategy: Formulation an E-Retailing Strategy: Sector Strategies, E-Branding, Ownership issues.

Suggested Readings:

1. Sunil Chopra, Peter Meindal, DV Kalra, Supply Chain Management – Strategy, Planning and Operation, Pearson Education.
 2. Braj Mohan Chaturvedi, Supply Chain Management, ICFAI University Press.
 3. Rahul V, Altekar, Supply Chain Management Concepts and Cases, Prentice Hall India, New Delhi.
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Semester 4

Course No. : 404 (Ret)

Course Title : Retail Management ELECTIVE-I V- Supply Chain Management

Objective: To promote an understanding of the integrated supply chain to the achievement of organizational effectiveness.

Unit-I Introduction to Supply Chain Management: Meaning, Objectives and Importance, Decision phases, Process View, Competitive and supply chain strategies, Achieving strategic fit, Supply chain drivers.

Unit-II Planning Demand and Supply in Supply Chain: Supply Chain integration, Demand Forecasting in a supply chain, Managing Demand and supply in supply chain, Role of IT in forecasting.

Unit-III Designing the Supply Chain Network: Designing the Distribution Network, Role of Distribution, Factors influencing distribution, Design options, Modeling for supply chain, Network design in Supply Chain.

Unit-IV Logistics in Supply Chain Management: Introduction, Elements, Logistics interfaces with other areas, Approach to analyze Logistics System, Logistics System Analysis- Techniques, Factors affecting the cost and Importance of logistics.

Unit-V Logistics and competitive strategy: Competitive advantage, gaining competitive advantage through Logistics, The Supply Chain and competitive performance, the changing Logistics environment.

Unit VI Sourcing and Pricing in Logistics: I. Sourcing- In-house or outsource, Supplier scoring and assessment, Procurement process, Sourcing- Planning and Analysis II. Pricing- Pricing and Revenue management for multiple customers, Perishable products, Seasonal demand, Bulk and spot contracts.

Unit VII Just-in-time and 'quick response' logistics: The Japanese philosophy, Implication for logistics, 'quick response' logistics, Vendor management inventory, and Logistics system dynamics, Production strategic for quick response

Suggested Reading

1. Sunil Chopra, Peter Meindal, D.V. Kalra, Supply Chain Management- Strategy, Planning and Operation, Pearson Education.
 2. Braj Mohan Chaturvedi, Supply Chain Management, ICFAI University Press.
 3. Rahul V. Altekar, Supply Chain Management, Concepts and Cases, Prentice Hall India, New Delhi.
 4. John Mentzer, Supply Chain Management, Response Books, Sage Publication, New Delhi.
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Semester 4

Course No. : 405 (Ret)

Course Title : Retail Management ELECTIVE- V -Retail Marketing

Objective: The objective is to make students learn to apply marketing tools in a retail company. The students will also master market research methods and individual tools of marketing communication activities

Unit –I: Consumer versus customer, determinants affecting consumer behavior, models of consumer behavior, present-day consumer and his lifestyle.

Unit –II :Market research as a part of the information system of a retail company, types of market research, information sources. Groups of respondents for various types of market researches, ways of their selection.

Unit - III : Trade mark x Brand (essence, difference), meaning for a retail company, strategic brand management. Private labels of the retail chains.

Unit- IV: Marketing and commercial communications in a retail company, their substance, forms, characteristics, significance.

Unit- V: Forms of BTL(Below The Line) communication activities (In-Store, Sales Support, Sampling, Merchandising, Couponing, Event Marketing) and their use in a retail company. (

Unit- VI: Factors affecting Retail Price Strategy- (Govt., Consumer, Manufactures, Wholesalers & others), Developing a Retail Price Strategy, Retail Objectives & prices, Price Policy, Implementation of Price Strategy, Price Adjustment.

Unit- VII: Public Relations -- their significance in a retail company (substance, fundamentals and meaning), Media relations, Brand PR, corporate communications, crisis communication, effectiveness of PR campaigns and its measurement.

Suggested Reading

1. Retail Marketing Management 2nd Edition, David Gilbert Nov 2002, Paperback
2. Retail Marketing, Publisher: AK PUBLICATIONS Author: Sandeep Kumar
3. Retail Marketing, Publisher: Cengage Learning Author: Malcolm Sullivan, Dennis Adcock, Dennis Adcock

Semester 4

Course No.: 406

Course Title: **Project work**

The course code MBA-E 406 is of 8 credits and students have to submit a project synopsis in third semester of the programme and after its approval the student can start its project work. The project report has to be submitted by the student in fourth semester of the programme. Presentation based on the Project work carrying 30 marks on the project synopsis and 70 marks on Project report Viva conducted by the Department in association with industry professionals.