



Mahatma Gandhi University

MEGHALAYA
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SYLLABUS MANUAL

**MANAGEMENT
PROGRAMME**

PROGRAMME CODE--- 704

Master of Business Administration (MBA)

SEMESTER – I		
CODE	SUBJECT	CREDITS
MBA101	Management- 'Theory and Practice'	5
MBA102	Managerial Economics	5
MBA103	Accounting for Managers	5
MBA104	Organizational Behaviour	5
MBA105	Quantitative Techniques	5
MBA106	Business Ethics and Values	5
TOTAL CREDITS		30

SEMESTER - II		
CODE	SUBJECT	CREDITS
MBA107	Management Information System & Computer	5
MBA108	Business Law	5
MBA109	Financial Management	5
MBA110	Marketing Management	5
MBA111	Human Asset Management	5
MBA112	Executive Communication and Research Methodology	5
TOTAL CREDITS		30

SEMESTER – III		
CODE	SUBJECT	CREDITS
MBA113	Management of Small Business & Entrepreneurship Development	5
MBA114	Business Policy and Strategic Management	5
MBA115	Operations Research	5
MBA116	SPLZ-1	5
MBA117	SPLZ-2	5
MBA118	SPLZ-3	5
TOTAL CREDITS		30

SEMESTER - IV		
CODE	SUBJECT	CREDITS
MBA34	International Business Environment	5
MBA35	Operations Management	5
MBA36	Quality Management	5
MBA122	SPLZ-4	5
MBA123	SPLZ-5	5
MBA124	SPLZ-6	5
TOTAL CREDITS		30

Human Resource Management		
CODE	SUBJECT	CREDITS
MBA116A	Management of Training and Development	5
MBA117A	Compensation Management	5
MBA118A	Organizational Development and Change	5
MBA122A	Management of Industrial Relations	5
MBA123A	International Human Resource Management	5
MBA124A	Labour Legislations	5

Financial Management		
CODE	SUBJECT	CREDITS
MBA116B	Investment Management	5
MBA117B	Merchant Banking and Financial Services	5
MBA118B	Management of Infrastructural Financing	5
MBA122B	International Finance Management	5
MBA123B	Portfolio Management & Security Analysis	5
MBA124B	Financial Derivatives	5

Information Technology		
CODE	SUBJECT	CREDITS
MBA116C	Information Technology & Mgmt.	5
MBA117C	Database Management System	5
MBA118C	System Analysis & Design	5
MBA122C	E-Commerce & IT Enabled Services	5
MBA123C	Computer Network & Internet	5
MBA124C	Enterprise Resource Planning	5

Marketing Management		
CODE	SUBJECT	CREDITS
MBA116D	Product and Brand Management	5
MBA117D	Marketing of Service	5
MBA118D	Sales and Distribution Management	5
MBA122D	Advertising & Sales Promotion	5
MBA123D	Industrial Marketing	5
MBA125D	International Marketing	5

Retail Management		
CODE	SUBJECT	CREDITS
MBA116E	Retail Operations Management	5
MBA117E	Customer Relationship Mgmt.	5
MBA118E	Retail Branding & Strategy	5
MBA122E	Mall Mgmt. & Risk Mgmt.	5
MBA123E	International Retailing	5
MBA125E	E-Commerce & Internet	5

Insurance & Banking		
CODE	SUBJECT	CREDITS
MBA116F	Principal & Practices of Insurance	5
MBA117F	Risk Management & Insurance	5
MBA118F	Mutual Funds in India	5
MBA122F	Mgmt. Of Banking & Insurance Companies	5
MBA123F	Banking & Insurance Marketing	5
MBA125F	Risk Mgmt. & Life Insurance Undertaking	5

Operations Management		
CODE	SUBJECT	CREDITS
MBA116G	Technology & Innovation Mgmt.	5
MBA117G	Material Management	5
MBA118G	Project Management	5
MBA122G	Logistic & Supply Chain Mgmt.	5
MBA123G	Quantative System Modeling Techniques.	5
MBA125G	Production & Planning Control	5

Hospitality Management		
CODE	SUBJECT	CREDITS
MBA116H	Facility Design & Management	5
MBA117H	Hospitality Law	5
MBA118H	Hospitality Marketing & Sales	5
MBA122H	Fundamentals of Tourism & Tourism Products	5
MBA123H	Strategic Management	5
MBA125H	Management Information Syatem	5

Detailed Syllabus

Semester - I

MBA101 --- Management-'Theory & practice'

UNIT I: Management As A Science, Management As An Art, Management Both Science And Art, Role Of Management In Society.

UNIT II: Definition Of Management: Its Nature And Purpose Management Functions, Learning And Innovation.

UNIT III: Control, Organizing, Staffing, Discussion.

UNIT IV: Classical Approach, Charles Babbage, Frederick W. Taylor, Henry Laurence Gantt, Henri Fayol Robert Owen, Max Weber .

UNIT V: George Elton Mayo, Systems Approach.

UNIT VI: Etzioni, Six-Box Organisational Model, Environment, An Overview of Emerging Concepts Influencing Organisational Designs.

UNIT VII: The Matrix Organization – The Logic of the Matrix, Search for a New Solution, Strategic and Incremental Change.

UNIT VIII: Organizing for the Learning Organization, Leadership as an Integrating Mechanism, Balance between Leadership and Management.

UNIT IX: Process of Institutionalizing Leadership of Change, Leverage the Senior Team.

UNIT X: Broadening the Senior Management, Developing a Leadership Orientation throughout the Organization.

UNIT XI: Culture and the Business Organization, What is Culture? Variations in Culture, Business Firms within the Larger Cultural System, Cultural Practices in Different Countries, Attitude towards Time, Cultural Climate, Components of Culture, Material Culture, Ecology and Culture, Non-material Culture, Cultural Taboos.

UNIT XII: Culture and Language Variations, Corporate Culture, Cultural Characteristics, Uniformity of Culture Strong and Weak Cultures, How Organizational Cultures Start? Maintaining Culture through Steps of Socialization, Guidelines for Changing Organizational Culture, more Insights into Cultures of the Factory Value of Cultural Awareness.

UNIT XIII: Culture and Communication, Communication, Co-operation, Commitment, Decision-making, Implementation, Strength of a Culture.

UNIT XIV: How to Effect Cultural Change in the Organisation? Behaviour, Cultural Communication, Hiring and Socialising Newcomers, Implications of Culture in Management, Minimizing Conflict between Administrative Action and Cultural Values

UNIT XV: Data and Information, Value-Added Resource, Quality, Relevance, Quantity, Timeliness, Common Information Technologies.

UNIT XVI: Internet, Extranet, Intranet, Decision Support System, Expert System, Group Decision Support System, teamwork Competency.

UNIT XVII: Managerial Decision Making, Types of Managerial Decisions, Programmed and Non-programmed Decisions, Proactive and Reactive Decisions, Basic and Routine Decisions, Intuitive and Systematic Decisions, Policy and Operative Decisions.

UNIT XVIII: Decision-making Process, Identifying and Diagnosing the Problem, Generating Alternative Solutions, Evaluating Alternatives, Choosing the Best Alternative.

UNIT XIX: Implementing the Decision, Evaluating the Results, Importance of the Decision, Group Decision-making, Individual versus Group Decision-making, Creativity in Group Decision-making.

UNIT XX: Techniques for Stimulating Creativity, Information Technology and Decision-making.

Reference Books:

1. Organizational Behavior 5by John B. Miner
2. Management Theory by John Sheldrake
3. Strategic Management Theory by Charles Hill and Gareth Jones

MBA 102 --- Managerial Economics

UNIT I: Meaning of Managerial Economics, Nature of Managerial Economics, Contribution of Economic Theory to Managerial Economics, Contribution of Quantitative Techniques to Managerial Economics.

UNIT II: Economics and Managerial Decision-making, Scarcity and Decision-making, Scope of Managerial Economics.

UNIT III: Marginal and Incremental Principle, Equi-marginal Principle, Opportunity Cost Principle, Time Perspective Principle, Discounting Principle, Role of Managerial Economist, Importance of Management Decision-making.

UNIT IV: Meaning of Demand, Types of Demand, Consumer Goods and Producer Goods, Perishable and Durable Goods, Autonomous and Derived Demand, Individual's Demand and Market Demand, Firm and Industry Demand, Demand by Market Segments and by Total Market.

UNIT V: Determination of Demand, Change in Quantity Demanded (Movement Along the Demand Curve), Shifts of the Demand Curve, Real World Example: The Real Estate Market Cycle.

UNIT VI: Meaning of Price Elasticity of Demand, Classification of Demand Curves, according to their Price Elasticities, Numerical Measurement of Elasticity, Geometrical Measurement of Elasticity.

UNIT VII: Types of Elasticities of Demand, Cross (Price) Elasticity of Demand, Income Elasticity of Demand, Elasticity of Demand with Respect to Advertisement, Factors Determining of Elasticity of Demand, Relationship between the Price Elasticity, Average Revenue and Marginal Revenue.

UNIT VIII: Supply Analysis Concept of supply, Determinants of Supply (Law of Supply), Elasticity of Supply.

UNIT IX: Production Decision, The Production Function, Production Function: One Variable Input Case: Short-Run Analysis, Law of Variable Proportion of Diminishing Marginal Returns, The Three Stages of Production, Optimal Use of the Variable Input, The Production Function with two Variable Inputs: Long-Run Production Function.

UNIT X: Isoquants, Marginal Rate of Technical Substitution, Isocost Lines Optimal Factor Combinations, Equilibrium of a Multi Product Producer, Expansion Path, Changes in Inputs Prices, Rate of Capital Input (k) Returns to Scale, Economic Region of Production (Ridge Lines), Empirical Production Functions, The importance of Production Functions in Managerial Decision-Making.

UNIT XI: Theory Of Cost, Need and Significance of Cost in managerial Decision-making, Cost Concepts, Future and Past Costs, Incremental and Sunk Costs, Out-of-Pocket and Book Costs, Replacement and Historical Costs, Explicit Costs and Implicit or Imputed Costs, Actual Costs and Opportunity Costs, Direct (Separable or Traceable) Costs and Indirect (or Common Non-traceable) Costs, Shutdown and Abandonment Costs, Private and Social Costs, Fixed and Variable Costs, Short-run and Long-run Costs, Total Cost, Average Cost and Marginal Cost, Cost-Output Relationship, Costs in the Short-run, Short-run Total Cost and Output, Short-run Average Costs and Output, Marginal

Cost (MC), Costs in the Long-run, The Long-run Average Cost Curve is Derived from Short-run Cost Curves, Explanation of the U-shape of the Long-run Average Cost Curve, Economies of Scale, Economics of Scope, Application of Cost Analysis, Optimum Output Level, Optimum Inventory Level, Optimum Scale 3.

UNIT XII: Market Structure & Pricing And Output Decisions, Market and Criteria for Market Classification, Market, Criteria for Market Classification, Various Forms of Market, Perfect Competition, Imperfect Competition, Monopoly, Equilibrium of a firm, Equilibrium of the Firm by Curves of Total Revenue and Total Cost, Equilibrium of the Firm by Marginal Revenue and Marginal Cost, Price Determination: Equilibrium between Demand and Supply, Time Element in the Theory of Price, Determination of Market Price, Determination of Short-run price, Determination of Long-run Normal Price.

UNIT XIII: Perfect Competition, Monopoly & Monopolistic Competition, Meaning of Perfect Competition, Features of Perfect Competition, Large Numbers of Sellers and Buyers, Product Homogeneity, Free Entry and Exit of Firms, Profit maximization, No Government Regulation, Perfect Mobility of Factors of Production, Perfect Knowledge, Short-run Analysis of a Perfectly Competitive Firm, Long-run Analysis of a Perfectly Competitive Firm, Features of Monopoly, Short-run Equilibrium, Long-run Equilibrium, Monopoly and Perfect Competition Compared, Price Discrimination, Features of Monopolistic Competition, Assumptions in Analyzing Firm Behaviour, Equilibrium of the Firm, Long-run Equilibrium through New Entry Competition, Long-run Equilibrium when Competition is through Price Variation, Competition through Price Variation and New Entry, Excess Capacity and Monopolistic Competition, Monopolistic Competition in India.

UNIT XIV: Oligopoly & Pricing Strategies, Meaning and Characteristics, Models of Duopoly, Cournot Model (Duopoly), Bertrand's Duopoly Model, Edgeworth's Model of Duopoly, Stackelberg's Duopoly Model, Kinked Demand Curve Model of Oligopoly, Sweezy's Model of Kinked Demand Curve, Hall and Hitch Version of Kinked Demand Curve, Collusive Oligopoly Models, Cartel, Price Leadership, Pricing of multiple products, Products with Interdependent Demand, Pricing of Joint Products, Transfer pricing, No External Market, A Perfectly Competitive Market for the Transferred Product, Cost plus pricing, Incremental/marginal cost pricing, Ramsey pricing Cycle pricing, Product tying, Other pricing practices, Price Skimming and Penetration Pricing, Value Pricing and Prestige Pricing, Going Rate and Sealed Bid Pricing, Government Intervention and pricing.

UNIT XV: Profit Analysis, Meaning & Nature of Profit, Gross Profit and Net Profit, Normal Profit and Supernormal Profit, Accounting Profit and Economic Profit, Theories of Profit, Risk and Uncertainty Theory of Profits, Profit as a Reward for Market Imperfection and Friction in Economy, Innovation Theory of Profits, Profit as a Reward for Organizing other Factors of Production, Depreciation, Straight Line Method, Declining Balance Method (DBM), Sum of the Year's Digit Method (SYDM), Valuation of Stocks, Treatment of Capital Gains and Losses, Treatment of Deferred Expenses, Profit Planning & Forecasting.

UNIT XVI: Cost - Volume - Profit (Cvp) Analysis, CVP Relations, Objectives of Cost-Volume-Profit Analysis, Profit-Volume (P/V) Ratio, Break even Analysis, Uses of Break even Analysis, Assumptions of Break even Analysis, Methods of Break Even Analysis, Advantages of Break even Analysis, Three Alternatives for Computing BEP, Break even Models and Planning for Profit, Drawbacks of Break even Analysis (BEA)

UNIT XVII: Investment Analysis, Meaning and Significance of Capital Budgeting, Techniques or Methods of Investment Evaluation, The Payback Period Method, The Average Rate of Return on Investment, The Net Present Value (NPV) Method, The Internal Rate of Return (IRR) Criterion, The Profitability Index Criterion, Public Investment Decisions, Public Investment as a Contrast to Private Investment, Organization of Public Investment Decisions, Social Cost Benefit Analysis, Steps Involved in Cost-Benefit Analysis, Shadow or Social Price, Social Discount Rate, Comparing Costs and Benefits: Decision Rules.

UNIT XVIII: National Income, Definition of National Product, Income and Expenditure, Measures of aggregate income, Gross and Net Concept, National and Domestic Concepts, Market Prices and Factor Costs, Gross National Product and Gross Domestic Product, GNP as a Sum of Expenditures on Final Products, GNP as the total of Factor Incomes, Net National Product, NNP at Factor Cost (or National Income), Personal Income, Disposable Income, Value Added, National income identities, Approaches to measurement of national income, Product Approach, Income Approach, Expenditure Approach, Interpreting national income measures, Real vs Money National Product, Problem of Computation of per capita Income.

UNIT XIX: Inflation & Monetary Policy, Rate of Inflation, Types of Inflation, Creeping Inflation, Galloping Inflation and Hyper Inflation, Demand Pull Inflation, Cost Push Inflation, Demand Pull vs Cost Push Inflation, Measurement of Inflation, The GNP Deflator, The Consumer Price Index, The Wholesale Price Index (WPI), Control of Inflation, Deflation, Definition, Effects of Deflation, Monetary Policy, Objectives of Monetary Policy, Instruments of Monetary Policy, Monetary Policy in IS-LM Framework, Business Cycle.

UNIT XX: Balances Of Payments, The Current Account, The Capital Account, The Total Balance of Payments, Equilibrium and Disequilibrium in Balance of Payment, Transitory and Fundamental Disequilibrium, Causes of Disequilibrium (Deficit), Correction of Disequilibrium (Adverse Balance of Payments), Fiscal Policy, Meaning & Objectives of Fiscal Policy, Components of Budget, Revenue Budget, Revenue Receipts, Revenue Expenditure, Capital Budget, Capital Receipts, Capital Payments, Mobilisation of resources, Expenditure of Central Government, Budget of State Governments, Financial Power of Central and State Governments, List I: Union List, List II: State List, Fiscal Policy and Economic Growth, Role of Taxes in Economic Growth, Taxes as in-built stabilizers, Public Debt in India, Internal Debt, External Debt, Deficit Financing, Revenue Deficit, Budget Deficit, Fiscal Deficit, Primary Deficit, Deficit Financing and Economic Growth, Impact of Fiscal Policy on Business.

Reference Books:

1. Managerial Economics by William Samuelson and Stephen G. Marks
2. Managerial Economics by Christopher R. Thomas and S. Charles Maurice

MBA103 --- Accounting for Managers

UNIT I: Meaning, Process of Accounting, Cash System, Accrual System, Value, Accounting Principles, Accounting Concepts, Money Measurement Concept, Business Entity Concept, Going Concern Concept, Matching Concept, Accounting Period Concept, Duality or Double Entry Accounting Concept.

UNIT II: Cost Concept, Accounting Conventions, Classification of Accounts, Personal Account, Real Account, Nominal Accounts, Transactions in between the Real A/c, Journal Entries in between the Accounts of Two Different Categories, Accounting Equation.

UNIT III: Meaning of Cost Accounting, Cost Classification, General Classification, Technical Classification, Costing Concepts, UNIT Costing, Cost Sheet, Direct Cost Classification, Indirect Cost Classification, Stock of Raw Materials, Stock of Semi-finished Goods, Stock of Finished Goods.

UNIT IV: Types of Financial Statements, Nature of Financial Statements, Attributes of Financial Statements, Uses of Financial Statements, Limitations of Financial Statements, Capital and Revenue Expenditures, Capital and Revenue Expenditures and Receipts, Cost of Goods Sold.

UNIT V: Concepts, Objectives, Tools for Analysis and Interpretation of Financial Statement Analysis, Common-size Financial Statements, Comparative Statements, Comparative Balance Sheet.

UNIT VI: Comparative (Income) Financial Statement Analysis, Comparative Common-size Statement, Trend Analysis Case: Evaluation of Ford on the basis of Accounting Trends.

UNIT VII: Definition, Utility of the Ratio Analysis, Limitations of the Ratio Analysis, Classification of Ratios, On the basis of Financial Statements, On the basis of Functions.

UNIT VIII: Short-term Solvency Ratios, Current Assets Ratio, Acid Test Ratio, Super Quick Assets Ratio, Capital Structure Ratios, Leverage Ratios, Coverage Ratios, Profitability Ratios, Gross Profit Ratio, Net Profit Ratio, Operating Profit Ratio.

UNIT IX: Return on Assets Ratio, Return on Capital Employed, Turnover Ratios, Activity Turnover Ratio, Stock Turnover Ratio, Debtors Turnover Ratio, Creditors Turnover Ratio, DUPONT Analysis.

UNIT X: Meaning of Fund Flow Statement, Objectives of Fund Flow Statement Analysis, Steps in the Preparation of Fund Flow Statement, Schedule of Changes in Working Capital.

UNIT XI: Methods of Preparing Fund from Operations, Net Profit Method, Sales Method, Advantages of Preparing Fund Flow Statement, Limitations of Fund Flow Statement.

UNIT XII: Cash flow statement, Meaning of Cash Flow Statement, Utility of Cash Flow Statement, Steps in the Preparation of Cash Flow Statement, Preparation of Cash Flow Statement, AS-III Revised Cash Flow Statement.

UNIT XIII: Cost Control Techniques, Budgetary Control, Types of Budgets, Production Budget, Materials/Purchase Budget, Sales Budget, Sales Overhead Budget, Cash Budget, Classification of the Budget in accordance with the Flexibility, Fixed Budget, Flexible Budget.

UNIT XIV: Zero-base Budgeting (ZBB), Steps involved Zero-base Budgeting, Benefits of Zero-base Budgeting, Criticism of Zero-based Budgeting.

UNIT XV: Standard Costing And Variance Analysis, Definition and Meaning of Standard Costing, Standard Costing System, Concept of Variance Analysis, Classification of Variances, Material Variances, Labour Variance, Overhead Variances, Sales Variance.

UNIT XVI: Responsibility Accounting, Responsibility Centers, Cost Center, Revenue Center, Profit Center, Investment Center, Controllability Concept, Accounting Concepts, Advantages and Disadvantages of Responsibility Accounting, Case: Out to Lunch Cuisine Inc.

UNIT XVII: Management Applications, Definition of Marginal Costing, Importance of Marginal Costing, Method of Difference, Method of Coverages, Cost-Volume-Profit (CVP) Analysis, Objectives of Cost-Volume-Profit Analysis, Profit-Volume (P/V) Ratio.

UNIT XVIII: Break-even Analysis, Uses of Break-even Analysis, Assumptions of Break-even Analysis, Advantages of Break-even Analysis, Drawbacks of Break-even Analysis (BEA), Limitations of Break-even Analysis, Methods Decisions Involving Alternative Choices, Break Even Chart, Algebraic Method, Three Alternatives, Break-even Models and Planning for Profit, Application of Cost Volume Profit

Analysis, Pricing Decisions, Methods of Pricing, Full Cost Pricing, Variable/Marginal Cost Pricing, Rate of Return Pricing, Break-even Pricing, Minimum Pricing.

UNIT XIX: Activity-Based And Target-Based Costing, Concept of Activity-based Costing, What's in ABC?, Uses of Activity-based Costing, ABC Model, Target Costing, The Basic Process, When are Costs Set?, Tools and Techniques, First, Price, Then, Cost, Finding Paths to the Targets, Maintaining Cost.

UNIT XX: Contemporary Issues In Management Accounting, Life Cycle Costing, Quality Costing, What makes this Approach Powerful?, Implementation Risks, Disadvantages of Quality Cost Analysis, Case: General Motors Corp., Kaizen Costing, Throughput Costing, Backflush Costing.

Reference Books:

1. Accounting for Managers: Text and Cases by William J. Bruns
2. Accounting for Managers (Briefcase Books Series) by William H. Webster CPA

MBA104 --- Organizational Behaviors

UNIT I: Definition of Management, Nature of Management, Is Management a Science or an Art? Scope of Management, Purpose of Management, Characteristics of Management, Management – An Emerging Profession, Management vs Administration, Being A Manager, Who is a Manager, Roles of a Manager, Skills of an Effective Manager, Functions of a Manager, Contribution of Henry Fayol, Case: KBC's Win or SDCK's Loss?

UNIT II: Planning, Types of Plans, Steps in the Planning Process, Approaches to Planning, Management by Objectives, Core concepts, Setting Objectives, Characteristics of Management by Objectives, Process of Management by Objectives, Benefits of Management by Objectives, Limitations of Management by Objectives Case: MBO in Action at Microsoft, Strategic Management, Strategy Formulation, Strategy Implementation, Strategy Evaluation, General Approaches, Types of Strategies, Reasons why a Strategy Fails, Limitations of Strategic Management, The Linearity Trap.

UNIT III: Forecasting, Essential Components in Business Forecasting, Determinants of Business Forecasts, Benefits of Forecasting, Limitations of Forecasting, Techniques of Forecasting, Combining Forecasts, Difficulties in Forecasting Technology Case: Need for Accurate Forecast, Premising, Case I: AG Refrigerators Ltd. Case II: LG Electronics Ltd, Components of Decision Making, Decision Making Process, Models of Decision Making, Kinds of Decisions Case I: Mr Sharma's Decision Case II: Wages of Clerks.

UNIT IV: Organising – The Process, Organisational Design, Hierarchical Systems, Organising on Purpose, The Design Process, Exercising Choice, Organisation Structure, Significance of Organisation Structure, Determining the Kind of Organisation Structure, Principles of Organisational Structure, Formal and Informal Organisation Case: Go Ahead – Meeting Competition through Successful Organisational Structure, Organisation Charts and Manuals, Organisation Chart, Organisation Manual, Forms of organization, Line Organisation, Line and Staff Organisation, Functional Organisation, Committee Organisation Case: The Lowering of the Pirates' Flag at Apple.

UNIT V: Meaning, Need for Coordination, Importance of Coordination, Principles of Coordination, Coordination Process, Types of Coordination, Systems Approach to Coordination Case: ABB, Differentiation And Integration Differentiation, Types of Differentiation Strategy, Advantages of a Differentiation Strategy, Integration, Types of Integration, Barriers to and Advantages of Integration Case: Office Needs.

UNIT VI: Definition of Organisational Behaviour, Nature of Organisational Behaviour, Determinants of Organisational Behaviour, Organizations as Systems.

UNIT VII: The Formal and Informal Organisation, Need for Organisational Behaviour, Contributing Disciplines, Modelling for OB, Freudian Psychoanalytic Model, Social Cognitive Framework Case: Studying Cognitive Strategies for, Humanistic Psychology Framework. Delegation, authority and power, Delegation, Meaning of Delegation, Features of Delegation, Principles of Delegation, Advantages of Delegation, Issues regarding Delegation, Authority, Meaning of Authority, Types of Authority, Advantages and Disadvantages of Authority, Power, Meaning of Power, Types of Power, Authority vs Power.

UNIT VIII: Meaning of Individual Behaviour, Determinants of Individual Behaviour, Biographical Characteristics, Personality, Definition of Personality, Major Determinants of Personality, Theories of Personality, Personality Characteristics in Organisations, Ability.

UNIT IX: Centralisation and decentralisation, Centralisation, Decentralisation, Case: Hewlett-Packard India (HP) Centralised and Decentralised Organisations, Case: Bajaj Auto.

UNIT X: Controlling, Definitions of Control, Characteristics of Control, Steps in Control Process, Establishing Standards, Measuring and Comparing actual Results against Standards, Taking Corrective Action, Types of Control, Essentials of Effective Control Systems, Control Techniques, Critical Path Method (CPM), Gantt Chart, Programme Evaluation and Review Technique, Relationship between Planning and Control.

UNIT XI: Human Resource Management, Recent Trends in HRM, E-Human Resource Management, Technology in HRM, Case: Nothing should be Accepted as a 'Given', Economic Challenges, Workforce Diversity, Recruitment, Sources of Recruitment, Case: Which is More Important – Recruiting or Retaining?, Selection, Selection Process.

UNIT XII: Values, Attitudes And Job Satisfaction, Attitudes, Characteristics of Attitudes, Functions of Attitude, Components of Attitudes, Sources and Types of Attitudes, Attitude Formation, Cognitive Dissonance Theory, Persuasion and Attitude Change, Values, Importance of Values, Types of Values, Instrumental and Terminal Values, Job Satisfaction.

UNIT XIII: Emotions And Perception, Theories of Emotions, Affective Events Theory, Emotional Intelligence, EI and Job Performance, Case: Did a Lack of EI really Cost Him His Job?, Perception, Factors Influencing Perception, Frequently used Shortcuts in Judging Others, Case: Seasickness as Self-fulfilling Prophecy, Perceptions and its Application in Organisation, Myers-Briggs Type Indicator, Attribution, Internal and External Attributions, Case: Managers Explain What has Helped and Hindered their Advancement, Attribution Theory, Attributional Biases.

UNIT XIV: Learning, Reinforcement, Stages in Reinforcement, Principles of Reinforcement Definition of Organisational Behaviour, Nature of Organisational Behaviour, Determinants of Organisational Behaviour, Organisations as Systems, The Formal and Informal Organisation, Need for Organisational Behaviour, Contributing Disciplines, Modelling for OB, Social Cognitive Framework, Case: Studying Cognitive Strategies for Managing a Situation, Humanistic Psychology Framework, individual behaviour, Meaning of Individual Behaviour, Determinants of Individual Behaviour, Biographical Characteristics, Personality, Definition of Personality, Major Determinants of Personality, Theories of Personality, Personality Characteristics in Organisations, Ability .Learning, Meaning of Learning, Types of Learners, The Learning Process, Theories Involved in Learning, Classical Conditioning, Operant Conditioning, Cognitive Learning Theory, Social.

UNIT XV: Group Behaviour, Types of Groups Reasons for Forming Groups Case: Organizations to Admire, Stages of Group Development Group Decision Making Case: Self Directed Work Teams, Understanding Work Teams, Creating Effective Teams, Types of Teams Case I: Self Managed Teams at W.L. Gore and Associates Case II: Asha-Kiran Hospital Case III: Bloom or Bust, Current Issues in Organisational Communication.

UNIT XVI: Work Motivation, What is Motivation?, Early Approach to Motivation, 'Hierarchy of Needs' Theory, Theory X and Theory Y, Motivation-hygiene Theory, Contemporary Theory of Motivation, ERG Theory, McClelland's Theory of Needs, Goal-setting Theory, Equity Theory I, Expectancy Theory, Case: Employee Motivation – A Short Case Study.

UNIT XVII: Definitions and Meaning of Leadership, Characteristic of Leadership, Case: COCO Raynes Associates, Leadership Styles, Importance of Leadership, Functions of a Leader, Theories of Leadership, Contemporary Issues in Leadership, Case I: Unwanted Promotion, Case II: Sushma's Quandary as a Leader, transactional analysis, Definition, Philosophy of TA, TA Unfolded, Modern Transactional Analysis Theory, Advantages of Transaction Analysis, Case I: Absence of a Succession Plan, Case II: The Port Story .

UNIT XVIII: Conflict Management, Definition of Conflict, Outcomes of Conflicts, Sources of Organisational Conflict, Levels of Conflict or Forms of Conflict, Causes of Conflict, Case: A Consultant's View of Conflict, Stages of Conflict, Changing View of Conflict, Conflict Management Strategies, Negotiation, Case: James Farris. Power And Politics, Sources of Power in Organisations, Managing the Boss, Consequence of using Power, Case: Enriching and Empowering Employees, Political Behaviour in Organizations, Political Strategies and Influence Tactics, Reality of Politics, Maccoby's Four Political Types Case: Bringing Kids into the Family Business .

UNIT XIX: Organisational Culture, Types of Organisational Culture, Strength of Organisational Culture, Functions of Organisational Culture, Importance of Culture to the Organisation, Cultural Models, Denison Model, Schein's Organisational Culture Model, Quinn's Competing Value, Cross-cultural Perspective, Hofstede Model Fons Trompenaars, Case I: Organisational Culture at Southwest Airlines, Case II: Cross-cultural Management Organisational Change, Forces for Change in Organisations, Forms of Change, Case: Reorganisation as rebirth Resistance to Change, Sources of Resistance, Managing Resistance to Change, Behavioural Reactions to Change, Politics of Change, Approaches/Models to Managing Organisational Change, Lewin's Change Model Case: Using Force Field Analysis, Nadler's Organizational Model, A Contingency Model of Analyzing Change Case I: Fear of Going Private, Case II: Microsoft: Bill Gate's Own Culture Club.

UNIT XX: stress management, General Adaptation Syndrome (GAS), Approaches to Stress, Causes of Stress, Individual Response to Stress, Consequences of Stress, Managing Stress, Case: Career and Marriage, Framework for Preventive Stress Management, Managerial Implications of Stress, Case I: Stressed-out Managers, Case II: NYNEX.

Reference Books:

1. Organizational Behavior (XIIIth Edition) by Stephen P. Robbins and Timothy A. Judge.
2. Organizational Behavior by Robert Kreitner and Angelo Kinicki.
3. Organizational Behavior by John R. Schermerhorn Jr, Dr. James G. Hunt.

MBA105 --- Quantitative Techniques

UNIT I: Historical Development, About Quantitative Technique, Methodology of Quantitative Techniques, Formulating the Problem.

UNIT II: Defining the Decision Variables and Constraints, Developing a Suitable Model, Acquiring the Input Data, Solving the Model, Validating the Model, Implementing the Results, Advantages of Mathematical Modeling.

UNIT III : Scope of Quantitative Technique, Statistics : An Introduction, Origin and Growth of Statistics, Meaning and Definition of Statistics.

UNIT IV: Statistics as Data, Statistics as a Science, Statistics as a Science different from Natural Sciences, Statistics as a Scientific Method, Statistics as a Science or an Art, Systems Concepts.

UNIT V: Definition of Average, Functions and Characteristics of an Average, Various Measures of Average, Arithmetic Mean, Median, Other Partition or Positional Measures, Mode, Relation between Mean, Median and Mode, Geometric Mean, Harmonic Mean.

UNIT VI: Mathematics — The Language of Modelling, Building a Mathematical Model, Verifying and Refining a Model, Variables and Parameters, Continuous-in-Time vs. Discrete-in-Time Models, Deterministic Model Example, Probabilistic Models.

UNIT VII: Essentials of Linear Programming Model, Properties of Linear Programming Model, Formulation of Linear Programming, General Linear Programming Model.

UNIT VIII: Maximization & Minimization Models, Graphical Method, Solving Linear Programming Graphically Using Computer, Summary of Graphical Method.

UNIT IX: Additional Variables used in Solving LPP, Maximization Case, Solving LP Problems Using Computer with TORA, Minimization LP Problems, Big M Method, Degeneracy in LP Problems, Unbounded Solutions in LPP, Multiple Solutions in Lpp, Duality in LP Problems, Sensitivity Analysis.

UNIT X: Transportation Model, Mathematical Formulation, Network Representation of Transportation Model General Representation of Transportation Model, Use of Linear Programming to Solve Transportation Problem, Formulation of LP model, Solving Transportation Problem Using Computer, Balanced Transportation Problem, Unbalanced Transportation Problem, Procedure to Solve Transportation Problem, Degeneracy in Transportation Problems, Maximization Transportation Problem, Prohibited Routes Problem, Transshipment Problem .

UNIT XI: Assignment Model, Mathematical Structure of Assignment Problem, Network Representation of Assignment Problem, Use of Linear Programming to Solve Assignment Problem, Types of Assignment Problem Hungarian Method for Solving Assignment Problem, Unbalanced Assignment Problem, Restricted Assignment Problem, Multiple and Unique Solutions, Maximization Problem, Travelling Salesman Problem, Solving Problems on the Computer with Tora, Solving Unbalanced Assignment Problem using Computer VII.XIV Solving Maximization Problems Using Computers.

UNIT XII: Network Model, Pert / Cpm Network Components, Errors to be avoided in Constructing a Network, Rules in Constructing a Network, Procedure for Numbering the Events Using Fulkerson's Rule, Critical Path Analysis, Determination of Float and Slack Times, Solving Cpm Problems using Computer, Project Evaluation Review Technique, Pert, Solving Pert Problems using Computer, Cost Analysis .

UNIT XIII: Waiting Model (Queuing Theory), Queuing Systems, Characteristics of Queuing System, The Arrival Pattern, The Service Mechanism, The Queue Discipline, The Number of Customers allowed in the System, The Number of Service Channels, Attitude of Customers, Poisson and Exponential Distribution, Symbols and Notations, Single Server Queuing Model, Solving the Problem Using Computer with Tora.

UNIT XIV: Classical Definition of Probability, Counting Techniques, Statistical or Empirical Definition of Probability, Axiomatic or Modern Approach to Probability, Theorems on Probability-I, Theorems on Probability-II theoretical probability distributions Probability Distribution, Binomial Distribution, Hypergeometric Distribution, Pascal Distribution, Geometrical distribution, Uniform Distribution (Discrete Random Variable), Poisson Distribution, Exponential Distribution, Uniform Distribution (Continuous Variable), Normal Distribution, probability distribution of a random variable.

UNIT XV: Probability Distribution of a Random Variable, Discrete and Continuous Probability Distributions, Cumulative Probability Function or Distribution Function.

UNIT XVI: Theorems on Expectation, Joint Probability Distribution, Marginal Probability Distribution, Conditional Probability Distribution Expectation of the Sum or Product of two Random Variables, Expectation of a Function of Random Variables Decision Analysis under Certainty, Decision-making under Uncertainty, Decision-making under Risk.

UNIT XVII: Expected Value with Perfect Information (EVPI), Use of Subjective Probabilities in Decision-making, Use of Posterior Probabilities in Decision-making.

UNIT XVIII: Inventory model, Need of Inventory Control, Advantages of Material Controls, Essential Factors of Material Control ABC Analysis Technique, Process of Inventory Control, Minimum Stock Level, Maximum Stock Level, Ordering Level or Re-order Level, Average Stock level, Danger Level.

UNIT XIX: Game Theory, Two-person Zero-sum Game, Pure Strategies: Game with Saddle Point, Mixed Strategies: Games without Saddle Point, Dominance Property, Problem on the Computer with Tora, Solving LP Model Games Graphically using Computer.

UNIT XX: Simulation, Advantages and Disadvantages of Simulation, Monte Carlo Simulation, Simulation of Demand Forecasting Problem, Simulation of Queuing Problems, Simulation of Inventory Problems.

Reference Books:

1. Quantitative Techniques by T. Lucey
2. Quantitative Analysis by Stephen Few

MBA106 --- Business Ethics and Values

UNIT I: Definition of Ethics, Business Ethics, Two Broad Areas of Business Ethics.

UNIT II: Business Ethics is Now a Management Discipline, Levels of Ethical Questions in Business.

UNIT III: Tools of Ethics, Myths about Business Ethics, Benefits of Business Ethics, Emerging Ethical Issues in Business.

UNIT IV: Language of Business Responsibility, Concept of Social Responsibility of Business, Profit Only Point of View, Direct Social Activism View.

UNIT V: Philanthropic Perspective, Nature of Social Responsibility of Business, Responsibility to Shareholders, Responsibility to the Employees.

UNIT VI: Responsibility to Consumers, Responsibility to Consumers.

UNIT VII: Arguments for Social Responsibility of Business, Arguments Against Social Responsibility of Business, Community Involvement.

UNIT VIII: Corporate Governance, Board of Directors, Chief Executives Officers (CEO), Corporate Planning Staff, Consultants, Board Committees.

UNIT IX: Importance of Corporate Governance, Core Values, Management Morality, Approaches to Managing a Company's Ethical Conduct.

UNIT X: Unconcerned or Non-issue Approach, Damage Control Approach, Compliance Approach, Ethical Culture Approach.

UNIT XI: Company's Ethical Strategies, Why People Involve in Unethical Conduct.

UNIT XII: Key Ethical Concepts in Business Ethics, Ethical Issues Facing HR Professionals, Ethical Standards of Practice - Why have them?

UNIT XIII: Strategies for Handling Ethical Dilemmas, Issue of Protecting Trade Secrets, Misappropriation, Remedies Available under the Act.

UNIT XIV: Ethics Management Programme, Benefits of Managing Ethics as a Programme, Guidelines for Managing Ethics Management Programme.

UNIT XV: Key Roles and Irresponsibilities in Ethics Management Programme.

UNIT XVI: Code of Ethics and Guidelines in Formulation, Managing Ethics in the Workplace.

UNIT XVII: Guidelines to Develop Codes of Ethics, Ethical Auditing, Implementation of Ethics.

UNIT XVIII: Business Ethics in a Global Economy, Ethically Global Manager.

UNIT XIX: Business Ethics in the Global CommUNITY, Cross-Culture Variability in Ethical Standards.

UNIT XX: International Business Ethics.

Reference Books:

1. Business Ethics and Values: Individual, Corporate and International Perspectives by Colin Fisher and Alan Lovell
2. Business Ethics as Practice: Ethics as the Everyday Business of Business by Mollie Painter-Morland

SEMESTER – II

MBA107 --- Management Information Systems and Computer

UNIT I: Systems Concepts, Components of Information, What is an Information System? A Framework for Business Users, Organization as a System, Management, Components of an Information System, Information System Resources, Why Information Systems?, The Competitive Business Environment, Why Business Need Information Technology?, Emergence of the Global Economy, Transformation of the Business Enterprise.

UNIT II: Types of Information Systems, National Level, Company Level, Individual Level Managers and Information Systems, Role of Information Systems, The Network Revolution and the Internet, New Options for Organizational Design: The Networked Enterprise, Enterprise Resource Planning, Electronic Markets.

UNIT III: Tactical And Strategic Level Information Systems: Nature of Tactical and Strategic Information Systems, Tactical Accounting and Financial Information Systems, Cash Management Systems, Capital Budgeting Systems, Investment Management Systems, Strategic Accounting and Financial Information Systems, Financial Condition Analysis Systems, Long-range Forecasting Systems, Marketing Information Systems, Sales Management Systems, Advertising and Promotion Systems, Pricing Systems, Distribution Channel Systems, Competitive Tracking Systems, Strategic Marketing Information Systems, Sales Forecasting Systems, Marketing Research Systems, Product Planning and Development Systems, Tactical Production Information Systems, Materials Requirements Planning Systems, Just-In-Time Systems, Capacity Planning Systems, Production Scheduling Systems, Product Design and Development Systems, Manufacturing Resource Planning Systems, Computer Integrated Manufacturing Systems, Strategic Production Information Systems, Site Planning and Selection Systems, Technology Planning and Assessment Systems, Process Positioning Systems, Plant Design Systems, Tactical Human Resource Information Systems, Job Analysis and Design Systems, Recruiting Systems, Compensation and Benefits Systems, Succession Planning Systems, Strategic Human Resource Information Systems, Workforce Planning Systems, Information Systems Supporting Labour Negotiations.

UNIT IV: Systems Concepts, System Boundaries, Systems and Sub-systems, Outputs and Inputs, Interface Problems, System and its Environment, System Feedback, System Maintenance, System Stress and Change, Systems Concepts in Business, Information System as a Sub-system, Operational Systems, Outputs and Inputs, System Feedback, Sub-system Interface, Validation Checks, Structure of an Enterprise, Some Basic Concepts and Strategies in the Study of Systems, Classification of Information Systems, Classification by Mode of Data Processing, Classification by System Objectives, Classification based on the Nature of Interaction with Environment.

UNIT V: Components of Information Systems, Formal vs. Informal Specifications, Components of Specifications, Using the Systems Approach in Problem Solving, Define the Problem, Gather Data Describing the Problem, Identify Alternative Solutions, Evaluate the Alternatives, Select and Implement the Best Alternatives, Follow up to Determine whether the Solution is Working.

UNIT VI: Information Systems And Strategy: The Strategy Development Process, Process in Outline, Managing the Process, Information Systems and Business Strategy, Business Level Strategy and the Value Chain Model, Leveraging Technology in the Value Chain, Information System Products and Services, Systems to Focus on Market Niche, Supply Chain Management and Efficient Customer Response Systems, Firm Level Strategy and Information Technology, Industry Level Strategy and Information Systems: Competitive Forces and Network Economics, Information Partnerships, The Competitive Forces Model, Network Economics, Using Systems for Competitive Advantage: Management Issues, Managing Strategic Transitions, What Managers can do.

UNIT VII: What is an Organisation? Salient Features of Organisations, Why Organisations are so much Alike: Common Features, Why Organisations are so Different: Unique Features, Organisations and Environments, Other Differences among Organisations, Business Processes, How Organisations affect Information Systems.

UNIT VIII: Decisions about the Role of Information Systems, Information Technology Services, Why Organisations Build Information Systems, The Systems Development Process, How Information Systems affect Organisations, Economic Theories, Behavioral Theories.

UNIT IX: Decision Support Systems (DSS), Decision Support Systems (DSS), DSS and MIS, Framework of Decision Support Systems, Need for an Expanded Framework, An Expanded Framework, Types of DSS, Data-Driven DSS, Model-Driven DSS, Knowledge-Driven DSS, Document-Driven DSS, Communications-Driven and Group DSS, Inter-Organizational or Intra-Organizational DSS, Function-Specific or General Purpose DSS, Components of DSS, Overview of a DSS, Examples of DSS Applications, Web-Based DSS, Customer Decision Support on the Internet.

UNIT X: Three Schools of Management, Technical-rational Perspective, Behavioural Perspective, Cognitive Perspective and Post-modern Era, Knowledge-based View of the Firm, Introduction to Decision Making, Levels of Decision Making, Types of Decisions: Structured versus Unstructured, Stages of Decision Making, The Decision Making Process. Individual Models of Decision Making, Rational Model. Psychological Types and Frames of Reference.

UNIT XI: Organizational Models of Decision Making, Bureaucratic Models, How Information Technology has Changed the Management Process Traditional and Contemporary Management, Implications for System Design.

UNIT XII: Integration in Business, Role of Enterprise Resource Planning (ERP), International Era, Financial Systems, Logistics. Human Resource Systems, Integration, Customer Relationship Management, Multiple Contact Points, Feedback Individual Needs and Cross Selling, Workgroup Integration, Announcements, Web Discussion and Surveys.

UNIT XIII: Document Libraries, Tracking Changes, Subscriptions, Approval Routing and Work Flow, Integrating with Legacy Systems Building a Data Warehouse, Limitations of Data Warehouse, The Internet: Integration of Different Systems, Applications and Concepts.

UNIT XIV: Transaction Processing Systems (TPS), Transaction Processing Systems, Meaning, Types of Transactions, Characteristics of Transaction Processing Systems, Features of TPS, Process of Transaction Processing System, Processing and Revalidation.

UNIT XV: Artificial Intelligence, Artificial Intelligence Family, Why Business is Interested in Artificial Intelligence?, Capturing Knowledge: Expert Systems, How Expert Systems Work?, Building an Expert System, Problems with Expert Systems, Organizational Intelligence: Case-based Reasoning, Other Intelligent Techniques, Neural Networks, Difference between Neural Networks and Expert Systems, Fuzzy Logic, Genetic Algorithms, Hybrid AI Systems, Intelligent Agents.

UNIT XVI: Management Of Information Systems And Information Technology, Computers and Computer Processing, Mainframes, Mini Computers, Workstation Computers, Personal Computers, Super Computers, Computer Networks and Client/Server Computing, Client/Server Computing, Information Technology Trends, Interactive Multimedia, Smart Cards and Microminiaturization, Social Interfaces, Role of Information Technologies on the Emergence of New Organisational Forms, The Network Structure, Information Technology on the Emergence of Networks, Role of IOS within the Network Structure, Changes in the Business Environment and their Effect on Organisational Design, IT and Organisational Design, IT-enabled Organisational Transformation, Four R's of Business Transformation, Five Levels of IT-induced Reconfiguration.

UNIT XVII: Managing Infrastructure And Enterprise Systems, Managing IT Infrastructure and Architecture: Enterprise Computing, Basic Concepts of Enterprise Computing, Industrial Networks and Trans-enterprise Systems, Business Drivers: The Changing Business Environment, Technology Drivers: The New Networked Environment, An Ideal Model of Enterprise Computing, Managing the New IT Infrastructure, Elements of the New IT Infrastructure, Key Infrastructure Decisions, Connecting Infrastructure to Strategy: Governance, Dealing with Mergers and Acquisitions, Enterprise Systems, The Vision, The Reality, Industrial Networks and Extended Enterprise Systems, The Vision, The Reality, Steps to Building and Managing ES and IN.

UNIT XVIII: Enterprise Resource Planning (ERP), Enterprise Resource Planning, What is ERP?, How an ERP Improve a Company's Business Performance?, How long will an ERP Project Take?, What will ERP Fix in my Business?, Will ERP Fit the Ways I do Business?, What does ERP Really Cost?, Why do ERP Projects Fail so often?, How do Companies Organize their ERP Projects?

UNIT XIX: Information Systems – Security And Control, System Vulnerability and Abuse, Threats to Computerized Information Systems, Concerns for System Builders and Users, System Quality Problems: Software and Data, Creating a Control Environment, General Controls, Application Controls, Security and the Internet, Developing a Control Structure: Costs and Benefits, Role of Auditing in the Control Process, Ensuring System Quality, Software Quality Assurance.

UNIT XX: challenges In Management Of Information Systems, Learning to Use Information Systems, Strategic Business Challenge, Globalisation Challenge, Information Architecture Challenge, Information Systems Investment Challenge, Responsibility and Control Challenge, Extranets Pack Tough New Challenges for MIS.

Reference Books:

1. Management Information Systems by Ken Laudon and Jane Laudon
2. Management Information Systems by James A. O'Brien and George M. Marakas

MBA108 --- Business Law

UNIT I: Meaning and Nature of Law, Important Elements or Characteristics of Law, Law and Morality, Ignorance of Law is No Excuse, Classification of Law, Public Law and Private Law, Criminal Law and Civil Law, Substantive Law and Procedural Law, International Law and Municipal Law, Public International Law and Private International Law, Sources of Indian Law, Primary Sources of Indian Law, Secondary Sources of Indian Law, Mercantile (or Business) Law, Meaning and Nature, Objectives, Sources of Indian Business Law, Some Basic Legal Concepts, Concept of Legal Entity, Concept of Legal Rights, Concept of Property, Intellectual Property Rights (IPR), Concept of Ownership, Concept of Possession, Essentials of Law.

UNIT II: Meaning and Essentials of a Valid Contract, Contract, Essentials of a Contract, Privity of Contract, Classification of Contracts, Illegal and Void Agreements, Proposal (or Offer) and Acceptance, Modes of Making an Offer, Difference between Offer and Invitation to Offer, Essentials of a Valid Offer, Revocation of Offer, Meaning of a Counter-offer, Special Terms in a Contract, Acceptance of an Offer, Completion of Communication of Offer and Acceptance [s.V], Capacity to Contract [Ss.X-XII], Persons who are Competent to Contract, Capacity of a Minor to Enter into a Contract, Mental Incompetence Prohibits a Valid Contract, Alien Enemy (Political Status), Foreign Sovereigns and Ambassadors (Political Status), Consent and Free Consent, Meaning of Consent, Free Consent, Consideration, Meaning of Consideration, Unlawful Consideration and Object [Ss.IIIII-IV], Agreements Declared Void [Ss.IIVI-III0], Contingent Contracts [S.IIII-IIIIV], Quasi Contracts [Ss.VIVIII-VIII] Certain Relations Resembling those Created by Contracts), Meaning of Quasi Contracts, Cases which are Treated as Quasi Contracts, Quantum Meruit, Freedom to Contract, The Parties to a Contract, in a Sense, Make the Law for Themselves, Freedom to Contract is a Myth or an Illusion.

UNIT III: Rules regarding Performance of Contract, Contracts which need not be performed, Rules Regarding the Time, Place and anner of Performance of Contracts (Ss.VVI-V0), Reciprocal Promises (Ss.VI-VV), Appropriation of Payments (Ss. VIX-VII), Assignment of Contracts, Different Modes of Discharge of Contracts [Ss.VIIII-VIIV], Discharge of Contracts by Performance or Tender, Meaning of Mutual Consent (S.VIII), Accord and Satisfaction, Discharge of Contracts by Impossibility of Performance, Discharge of a Contract by Operation of Law, Discharge of Contracts by Breach, Remedies for Breach of Contracts, What is the Point of Getting the Breaching Party to Reconsider? Remedies for Breach of Contracts, Liquidated Damages and Penalty, Meaning of Specific Performance, Remedy of Injunction, Remedy by Way of a Suit on Quantum Meruit.

UNIT IV: Contract of Guarantee, Purpose of Guarantee, Definition and Nature of the Contract of Guarantee (s.XIIVI), Fiduciary Relationship, Kinds of Guarantees, Oral or Written Guarantee, Specific and Continuing Guarantee, A Guarantee may either be for the Whole Debt or a Part of the Debt. Rights and Obligations of the Creditor, Rights of a Creditor, Obligations Imposed on a Creditor in a Contract of Guarantee, Rights, Liabilities and Discharge of Surety, Rights of Surety, Liability of Surety, Discharge of Surety. Contract of Indemnity, Meaning of Indemnity, Rights of the Indemnified (i.e., the Indemnity holder), Rights of the Indemnifier, Commencement of Indemnifier's Liability.

UNIT V: Definition of Bailment and its Kinds, Definition of Bailment (s.158), Kinds of Bailments, Duties and Rights of Bailor and Bailee, Duties of a Bailor, Duties of a Bailee, Rights of a Bailee, Rights of a Bailo, Termination of Bailment, Finder of Lost Goods, Definition of Pledge or Pawn, Pledge by Non-owners, Rights and Duties of a Pledgor and a Pledgee.

UNIT VI: Contract Of Agency , Definition of Agent and Agency , Meaning of Agent and Agency (s.182) , Who can Employ Agent? , Who may be Agent? , Different Kinds of Agencies , Express Agency (s.187) , Implied Agency (s. 187) , Agency by Estoppel (s. 237) , Agency by Holding Out , Agency of Necessity (s.189) , Agency by Ratification (Ss.196-200) , Agency Coupled with Interest , Classification of Agents , Special and General Agents , Mercantile or Commercial Agents , Non-mercantile or Non-commercial Agents , Sub-agent and Substituted Agent (Ss. 190-195) , Duties and Rights of Agent , Duties of Agent , Rights of Agent , Principal's Duties to the Agent and his Liability to Third Parties , Duties of a Principal , Liability of Principal to Third Parties , Undisclosed Principal , Concealed Principal , Personal Liability of gent , Termination of Agency , Circumstances under which Agency Terminates or Comes to an End (s.201) , When Termination of Agency takes Effect? , Power of Attorney , Meaning , A Power of Attorney may be Special or General , Registration

UNIT VII: Law Of Sale Of Goods , Definition and Essentials of a Contract of Sale , Sale and Agreement to Sale , Distinction between Sale and Some Other Transactions , Goods and their Classification , Meaning of Goods , Documents of Title to Goods , Classification of Goods , Meaning of Price , Mode of Payment of the Price , Conditions and Warranties , Conditions and Warranties (Ss.11-17) , Doctrine of Caveat Emptor , Stipulation as to Time , Passing of Property in Goods , Meaning of 'Property in Goods' , Rules regarding Passing of Property in Goods from the Seller to the Buyer , Risk Prima Facie Passes with Property , Transfer of Title by Non-owners [Ss. 27-30] , Performance of a Contract of Sale of Goods , Duties of the Seller and the Buyer , Delivery , Passing of Property in Goods in the Case of Foreign Trade , Unpaid Seller and His Rights , Who is an Unpaid Seller? , Rights of an Unpaid Seller , Remedies for Breach of a Contract , Suit for price (s.55) Suit for Damages for Non-acceptance (s.56) , Suit for Interest (s. 61) , Sale by Auction

UNIT VIII: Law Of Negotiable Instruments , Negotiable Instrument , Meaning of a Negotiable Instrument , Essential Elements of a negotiable Instrument , Important Concepts and Terms , Ambiguous Instrument (s.17) , Amount Stated differently in Figures and Words (s.18) , Inchoate Stamped Instruments (s.20) , Parties Standing in Immediate Relationship , Presumptions as to Negotiable Instruments , Capacity of Parties to the Negotiable Instrument , Promissory Notes and Bills of Exchange , Definition , Essentials of a Promissory Note , Specimen of a Promissory Note , Parties to a Promissory Note , Meaning of a Bill of Exchange , Features of a Bill of Exchange , Specimen of a Bill of Exchange , Stamp Duty , Attestation and Registration of a Promissory Note and a Bill of Exchange , Distinction between a Promissory Note and a Bill of Exchange , Kinds of Bills , Acceptance of Bills , Parties to a Bill of Exchange , Cheques , Meaning of a Cheque , Specimen of a Cheque , Requisites of a Cheque , A Bill of Exchange and a Cheque Distinguished , Out-of-date , or Stale and Over-due Cheques , Holder and Holder in Due Course , Meaning , Privileges of a Holder in Due Course , Negotiation of a Negotiable Instrument , Meaning of Negotiation , Negotiation and Assignment , Endorsement , Negotiation Back , Effect of Endorsement , Forged Endorsement (s.85) , Presentment , Maturity (Ss.21-25) , Presentment for Payment , Dishonour , Dishonour of a Bill , Noting , Protesting (s.100) , Crossing of Cheques , Meaning of Crossing , Significance of Crossing , Types of Crossing , Not Negotiable Crossing , Account Payee Crossing (A/c Payee Crossing) , Not Negotiable A/c Payee Crossing) , Who can Cross a Cheque? , The Paying Banker , Payment in Due Course , Dishonour of a Cheque on Ground of Insufficiency of Funds Consequences of a Wrongful Dishonour , Collection of Bills , International Law concerning Negotiable Instruments , Liability on Foreign Instruments (s.134) , Law in Respect of Dishonour (s.135) , Foreign Instruments made in Accordance with Indian Law (s.136) , Presumption as to Foreign Law (s.137)

UNIT IX: Promotion And Classification Of A Company , Introduction , Features of a Company , Lifting of the Corporate Veil , Illegal Association , Classification of Companies , Private and Public Companies , Special Privileges and Exemptions Available to a Private Company , Conversion of Private Company into a Public Company , Conversion of Public Company into a Private Company , Holding and Subsidiary Companies , One-man Company , Non-trading Company or Association not for Profit , Government Company , Foreign Company , Producer Companies (Sections 581A - 581ZT) , Promotion of a Company , Promotion , Duties and Liabilities of promoters Incorporation of a Company , Availability of Name , Certificate of Incorporation Consequences of Incorporation , Floatation , Certificate to Commence Business , Pre-incorporation and Provisional Contracts , Form of Contracts made by Companies

UNIT X: Memorandum And Articles Of Association, Introduction, Meaning and Purpose, Form and Contents, Doctrine of Ultra Vires, Alteration of Memorandum, Articles of Association, Meaning and Purpose, Registration of Articles, Subject Matter of Articles, Inspection and Copies of the Articles, Alteration of Articles, Limitations on Power to alter Articles, Effect of Memorandum and Articles/Binding Force of Memorandum and Articles, Constructive Notice of Articles and Memorandum, Doctrine of Indoor Management.

UNIT XI: Raising Of Share Capital, Introduction, Meaning of a Share, Share vs Share Certificate, Share vs Stock, Classes of Shares, Preference Share, Equity Share, Cumulative Convertible Preference Shares (CCPS), Deferred or Founder's Shares, Non-voting Shares, Sweat Equity Shares, Employee Stock Option Scheme/Employee Stock Purchase Plan, Issue of Shares at Par, at Premium and at Discount, Bonus Shares, Rights Shares, Conversion of Loans or Debentures into Shares.

UNIT XII: Meaning of Share Capital , Alteration of Share Capital , Reduction of Capital , Reduction of Share Capital without the Sanction of the Court , Purchase of its own Shares by a Company (s.77) , Raising of Capital/Issue of Shares , Prospectus , Steps which are Necessary before the Issue of Prospectus , Underwriting , Brokerage Contracts , Listing of the Shares on a Stock Exchange , Structure of Share Capital , Time of Floatation , Definition of a Prospectus , Small Depositors (s. 58AA) , Contents of a Prospectus , SEBI Guidelines Relating to Disclosure on Prospectus , Abridged Form of Prospectus , Draft Prospectus to be made Public..

UNIT XIII: The Expert's Consent to the Issue of Prospectus , Registration of the Prospectus (s. 60) , Prospectus by Implication , Shelf Prospectus and Information Memorandum (Ss. 60A and 60B) , Information Memorandum , Statement in Lieu of Prospectus (s. 70) , Liability for Untrue Statements in the Prospectus (Ss. 62-63) , Civil Liability (s. 62) , Criminal Liability for Misstatement in Prospectus (s. 63) , Golden Rule for Framing of Prospectus , Allotment of Shares in Fictitious Names Prohibited (s. 8A).

UNIT XIV Announcement Regarding Proposed Issue of Capital , Public Deposits , Allotment of shares , Introduction , Meaning of Allotment , General Principles Regarding Allotment , Statutory Restrictions on Allotment (Ss.69 , 70 , 72-73) , Effect of Irregular Allotment (s. 71) Effect of Allotment of Shares in Contravention of S. 72 , Effect of Contravention of Section , Matters Connected with Allotment of Shares , Return as to Allotment , Share Certificate (s. 113) , Share Warrants (s. 14).

UNIT XV: Membership And Transfer Of Shares , Introduction , Definition of a Member , Member and Shareholder , Modes of Acquiring Membership , Who may become a Member? , Joint Membership , Termination of Membership , Rights of a Member , Expulsion of a Member , Liability of Members , Register of Members , Annual Return , Calls on Shares , Forfeiture of Shares , Lien on Shares , Surrender of Shares , Variation of Shareholders' Rights , Transfer and Transmission of Shares , The Power to Transfer Shares , Power of the Board of Directors to Refuse Registration of Transfer of Shares , Procedure of Transfer , Notice of Refusal (S. 111) , Transfer of Shares under Depository System , Transmission of Shares , Distinction between Transfer and Transmission , Certification of Transfer (Splitting of Shares) (S. 112) , Right of Transferees Pending Registration of Transfer (S. 206A) , Nomination Facility to Shareholders etc. , Statutory Restrictions on Transfer of Shares (Ss. 108A-108I)

UNIT XVI: Borrowings And Registration Of Charges , Introduction , Power of a Company to Borrow , Ultra Vires Borrowing , Borrowing Intra Vires the Company but Ultra Vires the Directors , Other Restrictions n the Borrowing Powers of the Board , Procedure for Delegating Powers to Borrow Monies Otherwise than on Debenturs , Debentures , Debenture Stock , Issue of Debentures , Kinds of Debentures , Debenture Redemption Reserve (DRR) , Remedies of Debentureholders , Fixed and Floating Charges , Registration of Charges (S.125) , Miscellaneous Provisions as Regards Charges

UNIT XVII: Audit And Dividends, Directors' Responsibility Statement, Auditors and Audit, Appointment of Auditors, Remuneration of Auditors, Qualification of Auditors, Powers and Duties or Obligations of Auditors, Branch Audit, Special Audit, Cost Audit, Dividends.

UNIT XVIII: Management Of A Company, Directors and their Legal Position, Legal Provisions as Regards directors, Managing Director, Manager, Compensation to Directors for Loss of Office, Meetings of Directors, Powers of he Board of Directors, Duties of Directors, Liabilities of Directors, Audit Committee, The Company Secretary.

UNIT XIX: Miscellaneous Provisions, Inspection and Investigation, Inspection of Books of Account etc. of companies, Investigation, Discretionary Powers of the Central Government, Mandatory Powers, Powers of the Inspectors, Inspector's Report (S. IIIVI), Investigation of Ownership of a Company (Ss. IIIVII-IIIVIII), Inter-Corporate Loans nd Investments, Prevention of Oppression and Mismanagement, Rule of Majority, Powers of Company Law Board for Prevention of Mismanagement and Oppression (Ss. IIIXVII-III XIX and IV0II), Powers of Central Government to Prevent Oppression or Mismanagement, Investigation, Compromise and Arrangement, Meaning, Compromise and Arrangement for Reconstruction, Statutory Provisions regarding Compromise or Arrangement, Powers of Court, Information as to Compromise or Arrangement, Legal Provisions regarding Reconstruction and Amalgamation, Amalgamation of Companies in National Interest (S. III XVI), Preservation of Books and Papers of Amalgamated Company.

UNIT XX: Winding Up Of Companies, Modes of Winding up, Winding up by the Court, Voluntary Winding up, Types of Voluntary Winding up, Members' Voluntary Winding up, Creditors' Voluntary Winding up, Distinction between Members' Voluntary Winding up and Creditor's Voluntary Winding up, Voluntary Winding up under Supervision of the Court, Liquidators, Dissolution of Companies.

Reference Books:

1. Business Law: Text and Cases (West's Business Law) by Kenneth W. Clarkson, Roger LeRoy Miller
2. Business Law (VIIth Edition) by Henry R. Cheeseman

MBA109 --- Financial Management

UNIT I: Meaning of financial management, Importance of Financial Management, Inter-relation among Financial Decisions, Nature of Financial management, Functional Areas of Modern, Financial Management, Organization of The Finance Functions, objectives of Financial Management.

UNIT II: Concept of Time Value of Money, Factors Contributing to the Time Value of Money, Valuation Concepts or Techniques, Compound Value Concept, Discounting or present value concept, Present Value of a Series of Cash flows.

UNIT III: Valuation of Bonds or Debentures, Present Value of a Redeemable Bond or Debenture, Present Value of a Perpetual or Irredeemable Bond or Debenture, Valuation of Preference shares, Valuation of Equity shares, Calculation of the Compound, Growth Rate, Doubling Period, Effective Rate of Interest in Case of Doubling Period, Effective vs Nominal Rate, Sinking Fund Factor, Loan Amortisation.

UNIT IV: Aims and objectives, Introduction, Meaning and Definition, Features of Capital Budgeting Decisions, Significance of Capital Budgeting.

UNIT V: Obstacles for Capital Budgeting, Process/Steps of Capital Budgeting, Principles of Capital Budgeting, Ranking of Capital Budgeting, Proposals or Classification of, Investment Proposals, Mutually Exclusive Investment Proposals, Contingent Investment Proposals, Independent Investment Proposals, Replacement, Capital Budgeting Appraisal Methods, Pay Back Period, Accounting Rate of Return/Average Rate of Return (ARR).

UNIT VI: Types of Investment Risk, Measurement of Risk, Volatility, Standard Deviation, Probability Distributions, Beta.

UNIT VII: Risk and Expected Return, Determinants of the rate of return, Risk-Return Relationship, Portfolio And Security Returns, Return and Risk of Portfolio, Return of Portfolio (Two Assets), Risk of Portfolio (Two Assets), Risk and Return of Portfolio (Three Assets), Optimal Portfolio (Two Assets), Portfolio Diversification and Risk, Utility Function and Risk Taking.

UNIT VIII: Cost of Capital – Concept, Basic aspects on the Concept of, Cost Of Capital, Importance/Significance of, Cost of Capital, Classification of Cost, Computation of Specific Cost of Capital, Cost of Equity, Cost of Preference Shares, Cost of Debentures/Debt/Public Deposits.

UNIT IX: weighted average cost of capital (wacc), Steps involved in Computation of WACC, Marginal Cost of Capital Factors Affecting Wacc.

UNIT X: Leverages, Types of Leverages, Operating Leverage, Financial Leverage, Combined Leverage, long-Term Financial Issues, Internal Financing Sources, Retained Earnings/Ploughing Back of Profits, Depreciation Charges, External Financing Sources, (Share Capital), Equity Shares, Features of Equity Stock, Advantages/Merits of Equity Shares, Disadvantages/Demerits of Equity Shares, Types of Equity Shares, Preference Share Capital, Features of Preference Shares, Advantages/Merits of Preference Shares, Disadvantages/Demerits of reference Shares Classification of Preference Shares, creditors hip securities, debentures/bonds, Meaning of Debenture, Features of Debentures, Types of Debentures, Advantages/Merits of Debentures/Bonds, Disadvantages/Demerits of Debentures/Bonds, Distinguish between Equity Shares and Debentures, Banking norms for financing, working capital, Rbi Directives for Lending Working Capitals by Banks, Working Capital Assessment, Banking Norms.

UNIT XI: Dividend Policy, Management of Profits, Dividend Policy, Types of Dividend Policies, Advantages of Stable Dividend Policy, Limitations of Stable Dividend Policy, Factors Influencing Dividend Policy, Forms of Dividends, Reasons or Objectives for Issuing The, Stock Dividend, Advantages of Issue of Bonus Share, Disadvantages of Stock Dividend/, Bonus Share, Stock Dividend (Bonus Share) and, Stock Splits (Shares), Comparison between Bonus Issue (Stock Dividend) and Stock Split, Reasons for Stock Split, Reverse Split, Dividend Policy and Valuation of the Firm, relevant Theory, Walter's Modl (Relevant), Gordon's Model, Modigliani-Miller Model, Criteria for Delusion in Eps, Dividend Policy-Stability, Stable Dividend Payout Ratio, Stable Dividends/Steadily Changing Dividends, Practical Aspects of Dividend Policy, Employee Stock Option Plan (Esop), Earned Value Analysis (Eva), Shares Buyback.

UNIT XII: Financial Ratio Analysis, Meaning of Ratio, Advantages/Importance/Significance of Ratio analysis, Importance of Ratio Analysis, Advantages of Ratio Analysis for Shareholders and, Prospective Investors, Limitations of Ratio Analysis, Factors affecting the efficacy of Ratios, Detailed analysis of different, Financial ratio, liquidity Ratios, Capital Structure Ratios and Leverage Ratio, Asset Management Ratio or Turnover Ratio or performance, Ratio or Activity Ratio, Profitability Ratios.

UNIT XIII: Market Based Ratios, Earnings Per Share (EPS), Price Earnings Ratio (P/E Ratio), Market Price to Book Value Ratio (P/BV Ratio), Cash Earnings Per Share Ratio, dividend Payout Ratio, Book Value Ratio, Dividend Yield Ratio, Du Pont Analysis, Advantages/Uses or Plus Point of Du Pont Analysis or Chart.

UNIT XIV: principles Of Working Capital Management, concepts of working capital, Gross Working Capital Concept, Net Working Capital Concept, Kinds Of Working Capital, Permanent Working capital, temporary Working Capital, Distinction between Permanent and Temporary Working Capital, components of working capital, importance of working capital, aspects of working capital management, objectives of working capital management, operating cycle and cash cycle, Cash Conversion Cycle, need to maintain balanced working capital, Dangers of Excessive Working Capital, Dangers of adequate Working Capital, factors influencing working capital, determination of required working capital.

UNIT XV: Receivable Management characteristics of receivables, Meaning Of Accounts Receivables management, Objectives Of Accounts Receivables Management, Costs Of Accounts Receivables Management, Benefits of accounts Receivables Management, Modes Of Payment, Cash Mode, Bill of Exchange, Letter of Credit, Consignment, Factors influencing the size of, Investment in receivables, Credit policy, Lenient Credit Policy, Stringent credit Policy, Credit Policy Variables, Credit evaluation of individual accounts, Monitoring accounts receivables.

UNIT XVI: Inventory Management, Meaning and definition of inventory, Components of inventory, Inventory management motives, Inventory management – objectives, Need for balanced investment in inventory, Costs of holding I inventories, Risks of holding inventory, Benefits of holding inventory, Tools and techniques of inventory management/control.

UNIT XVII: ABC Analysis, Economic Order Quantity (EOQ), Order Point Problem, Two-Bin technique, VED Classification, HML Classification, SDE Classification, FSN Classification, Order Cycling System, Just in Time (JIT).

UNIT XVIII: Cash Management, Nature of cash, Motives for holding cash, Transaction Motive, Precautionary motive, Speculative Motive, Objectives Of Cash Management, To Meet Cash Payments, To Maintain Minimum Cash balance (Reserve), Aspects of cash management, Factors determining cash needs, Cash planning or cash budget, Cash forecasting and Budgeting, Purpose of Cash Budget, Preparation of Cash Budget or Elements of Cash Budget.

UNIT XIX: Managing cash Flows, Accelerating Cash Collections, Slowing Down Cash Payments, Computation Of Optimum Cash Balance, Baumol Model, Miller and Orr Model, Investment Of Surplus Funds, Selecting Investing (Avenues) Securities, Money market Instruments or Marketable Securities

UNIT XX: Working Capital Finance, Approaches For Financing Current Assets, Matching or Hedging approach, Conservative Approach, Aggressive Approach, Trade-off between profitability, risk and liquidity.

Reference Books:

1. Financial Management: Theory & by Eugene F. Brigham and Michael C. Ehrhardt (Hardcover - Mar III, XXX)
2. Fundamentals of Financial Management by Eugene F. Brigham and Joel F. Houston

MBA110 --- Marketing Management

UNIT I: Defining Marketing, Needs, Wants and Demand, Concept of Exchange, Customer Value and Satisfaction, Marketing Tasks, Philip Kotler and Sidney J. Levy's Eight Demands Model, Evolution of Marketing Concept, Production Concept, Selling Concept, Marketing Concept, Societal Marketing Concept, Holistic Marketing Approach, Marketing Mix.

UNIT II: Market Potential, Company Potential, Company Sales Forecast, Forecasting Methods, Qualitative Methods, Quantitative Methods.

UNIT III: Marketing Implementation, Relationship between Strategy and its Implementation, McKinsey's VII-S Framework, Components of Implementation, Internal Marketing, Quality Control Management, Organising Marketing Department, Role of Marketing in Structuring.

UNIT IV: Alternatives to Organising Marketing Department, Organising by Functions, Organising by Products, Organising by Customer Groups, Organising by Regions.

UNIT V: Implementation of Marketing Programmes, Marketing Personnel Motivating, Communication within Marketing Department, Coordination of Marketing Programmes, Establishing a Time Frame for Each Activity, Mechanisms to Control Marketing Implementation, Setting Performance Standards, Measuring Actual Performance against Set Standards, Taking Corrective and Timely Actions, Performance Evaluation Methods, Sales Analysis, Marketing Cost Analysis, Marketing Audit.

UNIT VI: Scanning and Analysing Environment, Demographic Environment, Economic Environment, Competitive Environment, Socio-cultural Environment, Political - Legal Environment, Technological Environment.

UNIT VII: Information about Factors that Affect Marketing, Marketing Information Systems (MIS), Databases, Internal Records, External Sources, Computer Networks and Internet, Data Mining and Data Warehousing, Marketing Intelligence Systems, Marketing Research Process, Defining Marketing Research.

UNIT VIII: Define the Marketing Problem and Set Objectives, Design Research Project, Data Collection Approach, Secondary Data, Primary Data.

UNIT IX: Qualitative Research, Depth Interviews, Focus Groups, Projective Techniques, Quantitative Research, Observation, Experimentation, Survey, Sampling Plan, Random Probability Sampling, Analyse the Information, Present the Findings.

UNIT X: Market Segmentation, Requirements for Effective Segmentation, How Segmentation Helps, Bases for Segmentation, Geographic Segmentation, Geo-demographic Segmentation, Demographic Segmentation, Psychographics Segmentation, Behaviorist Segmentation, Benefit Segmentation, Demographic-psychographics Segmentation (Hybrid Approach), Targeting Market Segments, Product Positioning, Process of Determining the Positioning Strategy.

UNIT XI: consumer behaviour - personal and organisational, Consumer Behaviour, Social Factors, Culture and Subculture, Roles and Family, Social Class, Reference Groups, Psychological Factors, Motivation, Perception, Learning, Attitudes, Personality, Personal Factors, Demographic Factors, Life style, Situational Factors, Involvement Level, Consumer Decision-making Process, Problem Recognition, Information Search, Alternatives' valuation, Store Selection and Purchase Decision, Post-purchase Action, Organisational Consumer, Organisational user Characteristics, Decision Approach and Purchase Patterns, Types of Decision Situations, Organisational Buyer Decision Process.

UNIT XII: Product concepts, Concept of Product, Product Classification, Consumer Products, Organisational products, Product Line and Product Mix, Product Line Decisions, Product Mix Decisions.

UNIT XIII: branding, packaging and labelling, Concepts of Branding, Brand Identity, Brand Equity, Five Dimensions of Customer-based Equity, Brand Image, Image of Provider, Image of Product, Image of the User, Types of Brand, Brand Name Selection, Company Name, Individual Names, Separate Brand Family Names, Combination of Company Name and Product Name (also called umbrella or endorsement brand names), Desirable Qualities of Brand Names, Branding Strategies, Product Branding Strategy, Line Branding Strategy, Range Branding Strategy, Umbrella Branding Strategy, Double Branding Strategy, Endorsement Branding Strategy, Factors Influencing Branding Strategies, Competitive Situation, Company Resources, Product Newness, Innovativeness and Technology, Packaging, Labelling.

UNIT XIV: new product development and adoption process, Developing New Products, Connotations of the Term 'New Product', Organising for New Product Development, Idea Generation, Idea Screening, Concept Testing, Business Analysis, Product Development, Test Marketing, Commercialisation, New Product Adoption Process, Adoption Decision, Factors Affecting New Product Adoption Rate, Time Factor and Diffusion Process, Innovators, Early Adopters, Early Majority, Late Majority.

UNIT XV: product life cycle, Product Life Cycle, Whether to be a Pioneer or Follower?, Introduction Stage, Growth Stage, Maturity Stage, Marketing Mix Changes During Maturity Stage, Decline Stage, Implications and imitations of Product Life Cycle Concept.

UNIT XVI: Developing pricing strategies and pricing methods, Pricing Concept, Price Competition, Non-price Competition, Pricing Objectives, Survival, Profit, Return on Investment (Roi), Market Share, Product Quality, Factors Affecting Pricing Decisions, Competitive Structure, Price Setting Procedure, Development of Pricing Objectives, Determination of Demand, Estimation of Costs, Examining Competitors Costs, Prices and Offers, Selecting a Pricing Strategy, Selection of a Pricing Method, Final Price Decision.

UNIT XVII: Managing marketing channel ad physical distribution, Marketing Channels, channel Functions, Types of Channels, Factors Affecting Selection of Marketing Channel System, Channel Objectives, Intensity of Market Coverage, I Intensive Distribution, Selective Distribution, Exclusive Distribution, Channel Terms and Conditions, Evaluation of Channel Alternatives, Channel Selection and Training, Motivating Intermediaries, performance Evaluation of Intermediaries, Channel Modification, Vertical, Horizontal and Multichannel Marketing systems, Vertical Marketing System (VMS), Horizontal Marketing Systems, Multichannel Marketing System, Channel conflicts and Cooperation, Types of Conflict, Causes of Conflict, Intensity of Conflict, Managing the Channel Conflict, physical Distribution, Meeting Customer Service Requirements, Minimising Total Distribution Costs, Curtailing Time-cycle, Order Processing, Managing Inventory, Handling Materials, Warehousing, Outsourcing Physical Distribution, transportation, Railways, Roadways, Waterways, Airways, Pipelines, Sales Promotion, Reasons for Sales Promotion growth, Sales Promotion Tools, Promotions that Blur the Line, Sales Promotion Planning Guidelines, Sales Promotion objectives, Important Considerations in Sales Promotion Decisions.

UNIT XVIII: Managing Marketing Communication, Marketing Communications, What is communication?, External Flow, Internal Flow, Communications Process, Barriers to Communication, Barriers at the source, Barriers in Encoding, Barriers in Transmission, Barriers in Decoding, Communications Objectives (Marketing communication Models), Hierarchy Models, Hierarchy-of-effects Model, Innovation-adoption Model, Information processing Model, Implications for Managers, Persuasive Communication, Message Design, Message Appeals, Message structure, Message Source, Communications Media, Types of Communications Systems, Budget Allocation to Marketing communications, Arbitrary Allocation, Percentage of Sales Method, Competitive Parity Method, Objective and Task method, Experimental Approach, Marketing Communications Mix,

Advertising, Sales Promotion, Personal Selling, public relations and Publicity, Direct Marketing, Selection of Promotional Mix, Product Characteristics, Market Characteristics, full and Push Strategies, Integrated Marketing Communications, Communications Feedback.

UNIT XIX: Changing Trends In Marketing Mix, Relationship Marketing, Differences between transaction and Relationship Marketing, Consumer Products, Increasing Importance of Relationship Marketing to consumer Products, Service Aspects of Consumer Products, Financial Accountability, Loyalty and Customer Value management, Sharing Knowledge through BP's Virtual Team Network, Retailers and Systematic Relationships, Relationship Marketing in Organizational Markets: From Competition to Cooperation.

UNIT XX: E-Marketing, Fundamental Concept of Web Marketing, Role of Internet in a Marketing Setting, internet, WWW, E-marketing, E-commerce, Why the Internet is a Valuable Tool in Marketing?, Benefits of a Company using the Internet in Marketing, Developing an Internet Marketing Strategy, Enumerating the Objectives, Selecting the target Audience, Determining the Website Attributes, Taking Internet-based Marketing-mix Decisions, Implementing the internet Marketing Strategy, Current Challenges and Future Prospects for E-marketing, Challenges of Using the Internet in Marketing, Future of E-marketing.

Reference Books:

1. Marketing Management (XIIIth Edition) by Philip Kotler and Kevin Keller
2. MARKETING MANAGEMENT by J. Paul Peter and Jr, James Donnelly

MBA111 --- Human Asset Management

UNIT I: Concept of Human Resource Management, Features of HRM, Objectives of HRM, Importance of HRM, HRM Policies, Types of Human Resource Policies, HRM Policies and their Relationship with other Fields. Case: Bench Management.

UNIT II: Global Human Resource Management, Implementing a Global HR System, Staffing the Global Organisation, Human Resource Planning, Forecasting Human Resources, Selection.

UNIT III: Challenges of Managing Expatriates, Cross-cultural Issues, Family Considerations, Health and Safety, Remuneration Case: Organisational Culture at Shell Chemicals.

UNIT IV: Recent Trends In Hrm, E-Human Resource Management, Levels of E-HRM, Objectives of E-HRM, Recent trends in HRM, Impact of Technology in HRM, Case: Nothing should be Accepted as a 'Given', Economic Challenges, Workforce Diversity.

UNIT V: Labour Legislation in India, Classification of Labour Legislations, Regulative Labour Legislation, Protective Labour Legislations, Wage-related Labour Legislations, Social Security Labour Legislations, Welfare Labour Legislations, Miscellaneous Labour Legislation. Equal Employment Opportunity Case: It's Time to Go!, Diversity Management, Diversity Management and Affirmative Action Programmes, Strategic Human Resource Development, Strategic Human Resource Management, Strategic HRM Environment, Organisation and HR as Distinctive Competitive Advantage Case: Strategic Human Resource Management at JCP.

UNIT VI: Job Analysis, Uses of Job Analysis, Process of Job Analysis, Job Design and Redesign, Job Description, Problems with Job Descriptions, Writing Clear and Specific Job Descriptions Case: Job Description of an Assistant.

UNIT VII: Team Design and Analysis, Team Designing, Members, Rewards, Leaders, Building Trust Case: The Sales Girls, Job Carving and De-jobbing, Flexible Job Environment.

UNIT VIII: Human Resource Planning, Objectives of HRP, Importance of HRP, Process of Human Resource Planning, Forecasting the Demand for Human Resources.

UNIT IX: Preparing Manpower Inventory, Determining Manpower Gaps, Formulating HR Plans Case: HR Plan for Trading Assistants, Rightsizing the Enterprise, Outplacement.

UNIT X: Recruitment, Recruitment and Selection Process, Planning and Forecasting Case: Which is More Important — Recruiting or Retaining? Sources of Recruitment, Internal Sources, External Sources, Recruiting More Diverse Work Force.

UNIT XI: Selection, Selection: Basic Testing Work, Standards for Selection Tests, Work Sample and Simulation Process, Interview, Types of Interview, Common Errors, Case: "You Call this Selection Interview"!

UNIT XII: Employee Outsourcing, Induction And Placement Employee Outsourcing, Pros and Cons of Employee Outsourcing Case: Offshore Outsourcing India, Employee Induction and Placement, Importance, Challenges.

UNIT XIII: Training And Development, Training and Development, Training Process, Identification of Objectives, Determining Training Needs, Identify Training Objectives, Determining Content and Schedule of Training, Coordination of Training Programme, Evaluating the Training Programme, Case: Remedial Training, Training Methods, Job Instruction Training (JIT), Coaching, Mentoring, Job Rotation, Apprenticeship Training, Committee Assignments, Off-the-Job methods, Behaviourally Experienced Training, Case: Poor Sanjay!, Evaluating the Training Effort, Methods of Evaluation, Managing Organisational Change And Development, Organisational Change, Process of Organisational Change, Organisational Development, Forces for Change, Internal Forces, External Forces, Managing Organisational Change and Development, Identify the Need for Change, Diagnose the Problem, Plan the Change, Implement the Change, Follow-up and Feedback, Resistance to Change, Economic Reasons.

UNIT XIV: performance Management System, Performance Management System, Performance Planning, Performance Monitoring, Appraisal and Counselling, Case: Policies and Performance Appraisal, Potential Appraisal, Steps to be Followed while Introducing a Good Potential Appraisal System, Assessment.

UNIT XV: Compensation, Strategic Pay Plans, Objectives of Strategic Pay Plans, Pay Plans: Strategic Decisions, Pay for Performance, Guidelines for Effective Performance based Pay System, Employees Benefits and Services, Need for employees Benefit and Services, Types of Benefits, Challenges of Remuneration, Case: Compensation Crises.

UNIT XVI: developing Human Resources, Concept of Human Resource Development, Objectives of HRD, Need of Human Resource Development, Scope of HRD, HRD Practices in Indian Organisation, Case: HRD Scheme: A one of Contention.

UNIT XVII: Management Development, Concept of Management Development, Definition of Management Development, Importance of Management Development, Techniques of Management Development, Decision-making Skills, Interpersonal Skills, Job Knowledge, Organisational Knowledge, General Knowledge, Specific Individual Needs, Other Off-the-Job Methods, Case: Unwanted Promotion, Training and Development for International Assignment.

UNIT XVIII: career Planning, Career Planning, Need for Career Planning, Objectives, Process of Career Planning, Case: Managing a Global Career with SLB.people, Succession Planning, Replacement Charts, Career Planning s uccession Planning, Steps in Career Development System.

UNIT XIX: Employment Relations, Labour Relation and Collective Bargaining, Collective Bargaining, Features, Objectives, Process of Collective Bargaining, Case: Acquire Skills to Jump Out?, Approaches to Industrial Relations, Trade Union, Objectives of Trade Union, Functions of Trade Unions, Case: Balbir

— The Union Man, Industrial Conflict, forms of Industrial Dispute, Causes of Industrial Disputes, Case: Workmen's Compensation.

UNIT XX: Safety And Health, Work Place: Safety and Health, Measure to Promote Employee Health at Workplace, Employee Safety at Workplace, Industrial Health, Legal Provisions regarding Health, Industrial Safety, Legal Provisions regarding Safety (Sec. IIIV to IV0), Case: TB Surveillance Programme at AngloGold.

Reference Books:

1. Human Resource Management by Robert L. Mathis and John H. Jackson
2. Human Resourse Management by ANTHONY

MBA112 --- Executive Communication and Research

UNIT I: Introduction, Defining Communication, Nature of Communication, Classification of Communication, Objectives/Purpose of Communication, Scope of Communication.

UNIT II: Importance And Functions Of Communication, Evaluation Of Communication Effectiveness.

UNIT III: Organizational Communication, Information to be Communicated in an Organisation, Importance of Communication in Management.

UNIT IV: Conventional Modes Electronic Modes, Media of Mass Communication, Newspapers and Magazines, Notice Board, Hoardings and Bill Boards, Radio, Television, Film.

UNIT V: Categorisation Of Barriers, Semantic Barriers, Organizational Barriers, Interpersonal Barriers (Relating to Superior-subordinate), Individual / Psycho-sociological Barriers, Cross-Cultural/ Geographic Barriers, Physical Barriers/ Channel and Media Barriers.

UNIT VI: Technical Aspects In Communication Barriers, Overcoming The Barriers In Communication Measures to Overcome Barriers in Communication.

UNIT VII: Seven C's Of Effective Communication, Courtesy/Consideration, Clarity, Correctness, Concreteness, Credibility, Completeness and Consistency, Conciseness.

UNIT VIII: Four S's Of Communication, Shortness, Simplicity, Strength, Sincerity.

UNIT IX: Different Types Of Letters, Essentials Of A Commercial Letter, Clarity, Impact, Relevant Information, Brief, Simplicity, Timeliness, Language.

UNIT X: Vocabulary or Word Power, Appeal, Style, Striving for Excellence, Knowing What Is A Bad Letter.

UNIT XI: The Lay Out Of A Business Letters, Appearance of a Business Letter, stationery, Parts of a Letter, Style of Layout.

UNIT XII: Enquiries, Complaints And Sales Promotion Letters, Categories of letters of enquiries, Writing enquiry letters, Replies to enquiries, Request for help or advice from business acquaintances, Quotations, Asking for Quotations, Sending Quotations: Reply to Request for Quotation, Firm Offer, Offering a Substitute, Withholding Quotation, Bargaining letters, Getting back lost customers, Complaints, Sales promotion letters, Sample letters.

UNIT XIII: Report Writing, Significance, Types of reports, Long and Short Reports, Formal and Informal reports, Business Reports and Research Reports, Five w's and one h of report writing, Report planning, Report writing process, Outline of a report, Guidelines for writing report, Technicalities of report writing, Nature of Headings, Point Formulation, Divisions, Numbering, Norms For Including Visual Aids In Reports, Exhibits: Tables, Flow Chart and Organisation Charts, Appendices, Criteria Used For Judging The Effectiveness Of A Report .

UNIT XIV: Research Reports, difference between research and technical reports, Guidelines for writing a research report, Objective, Topic of the Research/Academic Project Report, Research Report Guides, Research PROPOSAL: SYNOPSIS, norms for the research report, components of the research report, Research Report RESENTATION, Long and Short Reports, formal reports and informal reports, Outline for the Informal Report, Preparing Formal Reports.

UNIT XV: non-Verbal Communication, Characteristics of non-verbal communication, relationship of non-verbal message with verbal message, classification of non-verbal communication, Kinesics or Body Language, Proxemics or Space Language & Surroundings, Time Language, Para Language, Sign Language.

UNIT XVI: Dyadic Communication And Telephonic Conversation, Dyadic Communication: Salient Features, Need For Learning Oral Communication Skills, Useful Tips To Make Dyadic Communication More Effective, Telephone As A Medium Of Conversation, Tips For Effective Telephonic Conversation.

UNIT XVII: conducting Meetings, Seminars And Conferences, Meetings: Meaning And Importance, Purposes And Golden Rules Of Meetings, Conducting Meetings, Preparation For A Meeting, Steps In Conduct Of Meetings, Role Of The Chairperson, Attending Meetings, Participants' Role During The Meeting, Conferences And Seminars, Important Guidelines For Conducting Seminars And Conferences, Written Documents Related To Meeting: Notice, Agenda And Minutes, Notice Of Meeting, Agenda, Minutes, Resolution.

UNIT XVIII: speech - Oral Presentation, Determining The Purpose: Selection Of The Topic, Audience Analysis, Preliminary Analysis, Analysis During Presentation, Researching The Topic, Planning And Drafting The Speech, Introduction, Body, Conclusion, Draft Of Debatable Topics, Organizing The Speech, Organizing The Speaking Aids, Presenting The Speech, Ways Of Delivering The Speech.

UNIT XIX: Other Important Aspects Related To resentation Of Speech, Developing Confidence And Overcoming Fear, Strategies To Overcome Stage Fear, Important Qualities To Be Possessed By A Speaker, Handling Questions, Terms Used In A Debate Speech.

UNIT XX: Group Discussions, Technique Of Group Discussions, Qualities Needed For Group Discussions, Strategies For Group Discussions: Do's And Don'ts, Discussion Techniques, Listening In Group Discussions.

Reference Books:

1. Qualitative Communication Research Methods by Thomas (Tom) R. Lindlof and Bryan Copeland Taylor
2. The Basics of Communication Research by Leslie A. Baxter and Earl R. Babbie

SEMESTER III

MBA113 --- Management of Small Business & Entrepreneurship Development

UNIT I: Introduction to Entrepreneur

The Entrepreneurial Decision Process, Types of Start-ups, Role of Entrepreneurship in Economic Development, The Future of Entrepreneurship, Self-Assessment.

UNIT II: Definition of Small Business

Introduction to Small-Scale Industry, Meaning and Definition, Growth of Small-Scale Industries, New Peaks to Scale, The Product Group Matrix, Export Contribution From Small-Scale Sector, The Role and Performance of Cottage and Small-Scale Industries, in Indian Economy, Problem of small-scale and Cottage Industries, Economic Reforms in India, Economic Reforms Encompass Small-scale Too, Impact of Liberalisation, New Imperatives, Self-Assessment.

UNIT III: Entrepreneurial Motivation

Childhood Family Environment, Motivation, Role Models And Support Systems, Male Versus Female Entrepreneurs, Entrepreneurs Versus Inventors, General Non-entrepreneurial Profiles, Self-Assessment.

UNIT IV: Establishing Idea

Introduction, Methods for Generating ideas, Creative Problem Solving, Product Planning and Development Process, Self Assessment.

UNIT V: What is a Business Plan?, Information Needs, Writing a Business Plan, Using and Implementing the Business Plan, Why Some Business Plans Fail, Self Assessment.

UNIT VI: Financial Analysis

Pro Forma Income Statements, Break-even Analysis, Pro Forma Cash Flow, Pro Forma Balance Sheet, Pro Forma Sources and Application of Funds, Self-Assessment.

UNIT VII: Role of Financial Institutions

Introduction, Institutions at All India Level, A Spectrum of Activities, Machinery and Equipment, New Technologies Introduced by Nsic-tscs, Technology Dissemination Centres, Software Technology Park, Marketing Support Programme, Integrated Marketing Support, Marketing Development Centres, Government Purchase Programme, Exports Product Export, Project Export, Special Export Programme, New Initiatives, Self-Assessment.

UNIT VIII: Policy Incentive for Entrepreneurial Growth, Small-Scale Industrial Policy

Objectives of Auditing, Mechanisms of Auditing, Standard Operating Procedures for Auditing, Gap Analysis and Corrective Action System, Analytical Methods Quality Auditing, Standard Operating Procedures, Process Design and Process Control Fundamentals, Process Design, Draft the Procedure Process Control, Developing Appropriate/Reasonable Control Methods, Test Methods, and Acceptance Criteria, Process Verification/Validation, Sop Content, Sop Format/Management, Specialty Procedures, What Doesn't Require a Sop?/ How Many Sops are Enough?, How Much Detail is Enough?, Keeping Regulatory Promises, No Specifications in Sops, Who Should Write the Sop.

UNIT IX: Directorate of Industries of State Government

Institutes at the State Level, Coverage of Institutional Activities, Tirupur Exporters Associations (TEA), Self-Assessment.

UNIT X: Quality - the Meaning, Meaning of Quality, Defining Quality, Evolution of Quality Activities, Cost of Quality, Quality – A Business Strategy, Quality a Challenge to Small-Scale Industry, Factors Affecting Quality, Quality - Being a Good Corporate Citizen, Self-Assessment.

UNIT XI: Entrepreneur

Introduction, Importance, Qualities and Nature of an Entrepreneur, Types of Entrepreneur, Traits of an Entrepreneur, Culture of Entrepreneur.

UNIT XII: Intrapreneur

Introduction, Intrapreneuring: Definition, Characteristics of Intrapreneurs, Reasons for Promoting Intrapreneurs, Similarities and Economic Differences between Entrepreneur and Intrapreneur, Economic Differences, Views of Some Eminent Social Scientists on Entrepreneur and Entrepreneurship, Entrepreneurship Development, Importance of Entrepreneurship, Role of Entrepreneurship, Entrepreneurial Environment.

UNIT XIII: Evolution of Entrepreneurs

Introduction, Entrepreneurial Promotion, Training and Developing Motivation, Factors Responsible for Emergence of Entrepreneurship, Mobility of Entrepreneurs, Entrepreneurial Change, Occupational Mobility.

UNIT XIV: Consulting Organisations in Promoting Entrepreneurs

Introduction, Role of Consulting Organisations in Promoting Entrepreneurs, Role of Educational Organisations (Universities) in Promoting Entrepreneurs, Forms of Business for Entrepreneurs, Form of Ownership, Building Successful Organisational Structure, Manpower Planning, Job Analysis, Effective Human Resource Practices.

UNIT XV: Introduction, What is a Business Plan?, Preparing a Business Plan, Project Report Preparation, Steps for Starting a Small Industry, What is Meant by a Small Industry?, Raw Material or Market Site, Selection of the Type of Organisation, Selecting a Business Entity: Sole Proprietorship, Selecting a Business Entity: Partnership, Selecting a Business Entity: Limited Liability Company (LLC), Selecting a Business Entity: Corporations.

UNIT XVI: International Entrepreneurship Opportunities

Introduction, Definitions of International Entrepreneurship, Parts of Entrepreneurship, Theoretical Models and Frameworks, Network Theory.

UNIT XVII: Managing and Growing the New Venture

Introduction, Estimates of Production and Sales, Interpretation of Estimates of Production and Sales, Ratio Analysis, Profitability Ratio, Liquidity Ratio, Solvency Ratio, Preparing for the New Venture Launch, Early Management Decisions, Drivers of Success in Decision Making, Strategic Context, Leadership, Roles, Process, Tools and Technology, Management and Controls, Decision Making Improvement in Growing Companies, Managing early Growth of the New Venture, New Venture Expansion Strategies and Issues, Going Public.

UNIT XVIII: Introduction to A Joint Venture

Choosing a Joint Venture Vehicle, Risks of Joint Ventures, Joint Venture Agreements, When are Joint Ventures Used?, Brokers, Reasons for Forming a Joint Venture, Ending a Joint Venture

UNIT XIX: Entrepreneurship Development and Government

Introduction, What is Entrepreneurial Development?, Importance of Entrepreneurial Development, Organizational Characteristics: Sources of Funding, Organizational Characteristics: Staffing, Role of Central Government in Promoting Entrepreneurship, Government Policy - An Effort to Strengthen the Small-scale Industries in India, Small Industries Financing in Developing Countries: An Overview, Small Industries Development Bank of India (SIDBI), Khadi and Village Industries Commission, The National Institute for Entrepreneurship and Small Business Development (NIESBUD), Industrial Development Bank of India, National Small Industries Corporation Ltd (NSIC), Entrepreneurship Development Institute of India: The Origin, The Mission, National Bank for Agriculture and Rural Development (NABARD), Small Scale Industries Board, The Indian Institute of Entrepreneurship (IIE), Role of State Governments in Promoting Entrepreneurship, Uttar Pradesh State Financial Corporation, Uttar Pradesh State Industrial Development Corporation (UPSIDC), Introduction to Various Incentives, Subsidies and Grants, Export Oriented UNITS, Establishment and Role, Notification of Commodities, Export Certification Systems, Implementation of Certification in the Food Sector, International Activities Computerization Activities, Visit of Rajya Sabha Committee on Subordinate Legislation, India Trade Promotion Organisation, Indian Institute of Foreign Trade, National Centre for Trade Information, Fiscal and Tax Concessions Available, Taxation Benefits: Boon for the Growth of SSI.

UNIT XX: Women Entrepreneurship

Introduction, Entrepreneurship is the Dynamic Need, Entrepreneurs in Developing Economy, Employment Generation, The Scope of Entrepreneurship among Women, Promotional Efforts

Supporting, Women Entrepreneurs in India, Policy Framework Supporting Women Entrepreneurs in India, Programmes Supporting Women Entrepreneurship, Institutional Support to Women Entrepreneurs.

Reference Book:

1. Entrepreneurship and Small Business Development in Post-Socialist Economies (Routledge Studies in Small Business) by David Smallbone and FRIEDERIKE WELTER
2. Release Your Inner Entrepreneur - Fresh thinking for new business ventures. by John B. Vinturella and Ben Botes

MBA114 --- Business Policy and Strategic Management

UNIT I: Origin of Strategy and Strategic Management, Need for Strategies and Strategic Management, Need for Strategy, Need for Strategic Management, Path to Strategic Management, Is Strategy Creatively or Rationally Developed, The Strategic Management Process, The Challenge of Strategic Management, Gaining Competitive Advantage, The I/O Model, The Resource-Based Model, Stakeholders in the Process, Corporate Governance and Stakeholders, Ownership Concentration, Board of Directors, Executive Compensation, What Lies Next, Establishing Strategic Focus, Strategic Intent.

UNIT II: Vision and Mission

Communicating Vision and Mission, Setting Objectives, Need -for Objectives at All Management Levels, Objective Setting Horizon, Strategic versus Financial Objectives, Developing the Strategy, Aligning Performance with Objectives, Balanced Scorecard.

UNIT III: Concept of Synergy and its Relevance to Strategy

Role of Synergy and its relevance to strategy, Social Responsibility, BOX I: Affirmative Action or Reservation.

UNIT IV: Understanding External Environment

External Environmental Analysis, Segments of the General Environment, The Global Effect, Industry Environment Analysis, Threat of New Entrants, Barriers to Entry, Bargaining Power of Suppliers, Bargaining Power of Buyers, Threat of Substitute Products, Intensity of Rivalry among Competitors, Interpreting Industry Analyses, Determining Industry Attractiveness, Strategic Groups, Competitor Analysis.

UNIT V: Internal Analysis, Internal Analysis

Internal Analysis, Internal Analysis Framework, Resources, Capabilities, and Core Competencies, Resources, Intangible Resources, Capabilities, Core Competencies, Building Core Competencies, Criteria of Sustainable Competitive Advantage, Valuable, Rare, Costly to Imitate, Non-substitutable, Core Competencies: Cautions and Reminders, Value Chain Analysis, Outsourcing, Corporate Strategy, Developing Strategic Options Based on Tows Analysis, Diversification Strategies, Reasons for Diversification, Incentives for Diversification, Resources and Diversification, Extent of Diversification, Managerial Motives to Diversify, Reduction of Managerial Risk, Desire for Increased Compensation, Related Diversification, Operational Relatedness, Corporate Relatedness, Market Power, Unrelated Diversification, Diversification Using Mergers and Acquisitions, Successful Acquisitions, Restructuring, Cooperative Strategies, Competitive Strategies, Traditional Approaches to Competitive Strategies, Miles and Snow's Adaptive Strategies, Abell's Business Definition Framework, Mintzberg's Competitive Strategy, Today's Competitive Scenario, A Model of Competitive Rivalry, Attack

Possibilities, First, Second, and Late Movers, Competitive Response, Abilities that Enable Response, Competitive Rivalry Outcomes.

UNIT VI: Generic Tools of Analysis Learning objectives

Decision Trees, Issue Trees, Profit Trees, Hypothesis Trees, SWOT Analysis, Analysis of Our Firm against Competition, The SWOT Matrix, PESTLE Analysis, The PESTLE Matrix, Making It More Scientific, Case Analysis, Analyzing a Case, Historical and SWOT analysis, Analysis of Strategies Recommendations and Discussions, Conclude the Analysis, Conclusion, Definitions and Terminology To Recapitulate, Portfolio & Other Analytical Models, BCG Matrix, GE / McKinsey Matrix, Directional Policy Matrix, Business Strengths, Advantages & Disadvantages of Matrix Models.

UNIT VII: Implementing Strategic Management

Role of Strategic Leadership in Implementation, Effective Strategic Leadership, Determining Strategic Direction, Exploiting and Maintaining Core Competencies, Developing Human Capital, Sustaining an Effective Organisational Culture, Emphasising Ethical Practices, Establishing Balanced Organisational Controls, Teams as an Organizational Resource, Identifying Key Strategic Tasks for Implementation, Partnerships for Managing Change, Developing a Partnership, Aligning Organizational Capabilities, Innovation, Entrepreneurship and Intrapreneurship, Innovation, Entrepreneurship, Intrapreneurship, Encouraging Intrapreneurship, Using Strategic Alliances for Innovation, Buying Innovation through, Acquisitions, Creating a Learning Organization, Implementing Strategies II: Organizational Issues, Organization Structure and Strategy Implementation, Strategic Business UNIT Structure, Newer Forms of Organization Structures, Matrix Structure, Network.

UNIT VIII: Cost Leadership Strategy, Differentiation Strategy, Integrated Cost Leadership/Differentiation Strategy, Implementing Functional Strategies, Marketing Strategies, Financial Strategies, Human Resources Management Strategies, Procurement Strategies, Manufacturing Strategies, Technology Strategies, Research and Development (R&D) Strategies, Role of the Budget, The Process of Budgeting, Strategic Evaluation and Control, Evaluating Strategies, Strategic Audit, Current Situation, Corporate Governance, External Environment: Opportunities and Threats (SWOT), Internal Environment: Strengths and Weaknesses (SWOT), Analysis of Strategic Factors (SWOT), Strategic Alternatives and Recommended Strategy, Evaluation and Control, Final Comments, Key Issues Review.

UNIT IX: Operational Strategy

Formulating Operations Strategy, Product-Service Mix (What to Produce), Capacity Planning (How many to produce), Technology and Facilities Planning (How to Produce), TQM Tools and Techniques.

UNIT X: Financial strategy

Introduction, Procurement of Funds, Utilisation of Funds, Financial Ratio Analysis, Financial Strategy and Competitive Advantage, Strategic Investment Decisions, Competitive Advantage.

UNIT XI: Marketing strategy

Introduction, Market Segmentation, Why Market Segmentation?, How to Segment a Market?, Segmentation Strategies, Targeting Market Segments, Product Positioning, Product Strategies, The Product Life Cycle Concept, Introduction Stage, Growth Stage, Maturity Stage, Decline Stage, Pricing Strategies, Distribution and Promotion Strategies.

UNIT XII: human resource strategy

Introduction, Human Resource Strategy, Role of HRM, Competitive Advantage through People, Personnel Policies, Human Resource Planning, Recruitment, What do Indian Companies Expect from Job-seekers?, Selection, Placement, Selection Practices in India, Induction/Orientation, Training and Development, Executive Development Programmes.

UNIT XIII: Job Knowledge, Organisational Knowledge, General Knowledge Specific Individual Needs, Other Off-the-Job Methods, Performance Appraisal, The Challenges in Performance Management,

Ernst & Young (India), Hyundai Motor (India), Seagram (India), Compensation Planning, HR Strategy in a Dynamic Environment.

UNIT XIV: Levels of Strategy

Introduction, Levels of Strategies, Corporate Level, Divisional or Business Level, Operational or Functional Level, Characteristics of Different Levels of Strategies, Objectives and Strategies, Annual Business Planning, Quality of Annual Plans, Consistency in Annual Plans, Functional Strategies Time Horizon, Specific Tasks, Participation, Strategy and Individual Manager, A Model for Strategic Management.

UNIT XV: Scanning Environments for Threats and Opportunities

Analysing Internal Weaknesses and Strengths, Developing Vision, Mission, Corporate Values and Objectives, Generating Strategic Options, Evaluating and Selecting Overall Strategy, Implementing Strategy, Business Environment Analysis, Nature of Business Environments, Panorama of Environmental Factors, Total Environments (Pest-Le-DlcSCc), Pest Analysis, Pestle Analysis, Total Analysis of Environmental Factors.

UNIT XVI: Impact Analysis

Scenario Building, Industry and Competitive Analysis, Five Forces' Analysis, Rivalry among the Existing Firms, Threat from New Entrants, Bargaining Power of Suppliers, Threats from Substitute Sellers Bargaining Power of Buyers, Advantages of Five Forces Analysis, Competition Market, Market Structure, illustration, Nature of Competition, Competitors' Analysis, Strategic Group Mapping, Critical Success .

UNIT XVII: Identifying and Reinforcing Strength in the Critical Success Variables (CSV), Exploiting Competitors' Weakness and Building Relative Superiority, Pursuing Aggressive Improvements and Challenging Taken-for-granted Rules, Deriving Maximum Benefits from Strategic Degrees of Freedom, Internal Resource Analysis, Physical Resources, Financial Resources, Human Resources, Informational Resources, Intangible Resources, Control over Resources, Value Chain Analysis, What is Value Chain Analysis, Primary Activities, Support Activities.

UNIT XVIII: Cost and Value Drivers

Total Value Chain, Importance of Linkages in the Value Chain, Role of Information/Communication, Technology in Reinforcing Value Chain, Management of Value Chain, Time Management, Cost Management, Quality Management, Service Management, Product Portfolio Analysis, BCG Portfolio Matrix, GE Business Screen, Arthur D Little's Life Cycle Analysis, Analysis of Product Portfolio Balancing.

UNIT XIX: Analysis of Skills and Competence

Concept of Core Competencies, Resources, Human Intangible Resources, Non-human Intangible Resources, Capabilities, Understanding Core Competencies, Characteristics of Core Competencies, Tests for Core Competencies, Appropriability, Durability, Transferability, Replicability, Financial Ratio Analysis, Management Ratios, Financial Ratio Analysis, Profitability Ratios, Liquidity Ratios, Leverage or Gearing Ratios, Activity Ratios, Investment or Stock Market Ratios, Overview of Financial Ratios Assessing Organisational Culture, Cultural Context of Strategy, Organisational Culture, External Factors Influencing Culture, Values of Society, Values of Organised Groups, Internal Factors Influencing Culture, Types of Organisational Culture, Mapping Stakeholders' Expectations, Stakeholders in a Corporation, Identifying Stakeholders, Mapping Stakeholders, Power Predictability Matrix Analysis, Power Interest Matrix Analysis, Sources of Power of Internal Stakeholders, Sources of Power of External Stakeholders.

UNIT XX: SWOT Analysis

Identifying Threats, Opportunities, Strengths and Weaknesses, Matrix Method of SWOT Analysis, Determining Threats and Opportunities, Identifying Weaknesses and Strengths, Carrying out SWOT

Analysis in a Matrix Table Form, Cruciform Method of SWOT Analysis, Role and Importance of SWOT Analysis, SWOT and Operational Managers, Critiques of SWOT Analysis.

Reference Book:

1. Strategic Management and Business Policy (XIth Edition) by Thomas L. Wheelen and J. David Hunger
2. Strategic Management & Business Policy: Achieving Sustainability (XIIth Edition) by Thomas L. Wheelen and David L. Hunger

MBA115 --- Operations Research

UNIT I: Introduction

Meaning, Significance, Scope.

UNIT II: History of Operations Research

Applications of Operations Research, Operations Research Models, Methodology of Operations Research.

UNIT III: Linear Programming

Essentials of Linear Programming Model, Properties of Linear Programming Model, Formulation of Linear Programming Problem.

UNIT IV: Models

General Linear Programming Model, Maximization and Minimization Models, Graphical Method.

UNIT V: Linear Programming – Simplex Method

Additional Variables used in Solving LPP, Maximization Case, Minimization LP Problems, Big M Method, Special Problems in Linear Programming, Infeasibility, Unbounded Solutions in LPP, Multiple Solutions in Lpp.

UNIT VI: Degeneracy in LP Problems, Duality in LP Problems, Sensitivity Analysis.

UNIT VII: Transportation Problem

Modeling of Transportation Problem, Mathematical Representation, Network Representation, General Representation of Transportation Model, Use of Linear Programming to Solve Transportation Problem, Minimising Case, Maximization Transportation Problem, Balanced Transportation Problem.

UNIT VIII: Unbalanced Transportation Problem

Demand Less than Supply, Demand Greater than Supply, Initial Feasible Solution, Algorithm for North-West Corner Method (NWC).

UNIT IX: Algorithm for Row and Column Minima Method or Least Cost Method (LCM)

Algorithm for Vogel's Approximation Method (VAM), Degeneracy in Transportation Problems, Optimal Solution, Stepping Stone Method.

UNIT X: Allocations

Procedure for Shifting of Allocations, Prohibited Routes Problem, Transshipment Problem.

UNIT XI: Assignment Problems

Representation of Assignment Model, Mathematical Representation, Network Representation, Use of Linear Programming to Solve Assignment Problem, Minimizing and Maximizing Cases.

UNIT XII: Types of Assignment Problem

Hungarian Method for Solving Assignment Problem, Optimal Assignment of Crews, Traveling Salesman Problem.

UNIT XIII: Game Theory

Terminology, Two-person Zero-sum Game, Pure Strategies: Game with Saddle Point, Mixed Strategies: Games without Saddle Point, Dominance Method.

UNIT XIV: Terminology, Assumptions, Types of Sequencing Problems, Processing n Jobs through Two Machines, Processing n Jobs through Three Machines, Processing n Jobs through m Machines, Processing Two Jobs through m Machines.

UNIT XV: Queuing Theory

Waiting Line Process, Characteristics of Waiting Line System, Poisson and Exponential Distributions Symbols and Notations.

UNIT XVI: Single Server Queuing Model

Model I: (MMI) : (a / FIFO), System of Steady-state Equations, Queuing Equations.

UNIT XVII: CPM and PERT

CPM/Pert Network Components, Rules in Constructing a Network.

UNIT XVIII: Time Estimates: Earliest Time and Latest Time, Determination of Float and Slack Times, Project Evaluation Review Technique (Pert).

UNIT XIX: Decision Making

Decision Making under Certainty, Decision Tree Analysis, Decision Making under Risk.

UNIT XX: Decision Making under Uncertainty

Pessimistic Decision Criterion, Optimistic Decision Criterion, Savage Opportunity Loss Decision Criterion, Equally likely Decision Criterion, Criterion of Realism (Hurwicz Criterion), Expected Value(EVPI).

Reference Book:

1. Schaum's Outline of Operations Research by Richard Bronson and Govindasami Naadimuthu
2. Operations Research: Applications and Algorithms (with CD-ROM and InfoTrac) by Wayne L. Winston

SEMESTER IV

MBA119 --- International Business Environments

UNIT I:Introduction, Meaning and Definition, Features of Globalization, Globalization Process, Globalization of Markets, Globalization of Production, Globalization of Investment.

UNIT II: Advantages and Disadvantages of Globalization, Advantages of Globalization, Disadvantages of Globalization, Globalization – Balancing Act.

UNIT III: Introduction, Why Companies Engage in International Business, Reasons for Phenomenon International Growth in Recent Years, Rapid Increase and Expansion of Technology.

UNIT IV: Liberalization of Cross-Border Movements of Trade and Resources, Developing of Supporting Services, Consumer Pressures.

UNIT V: Increase in Global Competition, Modes of International Business, External Influence on International Business.

UNIT VI: Political Systems, Collectivism and Individualism, Democracy and Totalitarianism, Economic Systems, Market Economy, Command Economy, Mixed Economy, State-Directed Economy.

UNIT VII: Legal Systems, Property Rights, TRIPS Coverage, Production Safety and Product Liability, Contract Law, Determinants of Economic Development, Differences in Economic Development.

UNIT VIII: Broader Concepts of Development: Amartya Sen, Political Economy and Economic Progress, Geography, Education and Economic Development, States in Transition, Nature of Economic Transformation, Implications for Business.

UNIT IX: The Foreign Exchange Market IX.I Introduction, Structure of the Forex Market, FX Market Participants Meaning of Foreign Exchange, Functions of Foreign Exchange Prices and Exchange Rates, Law of One Price, Absolute Form of PPP, Relative Form of PPP, Balance of Payments Theory, Asset Approach to Exchange Rate, Interest Rate Parity (IRP), International Fisher Effect .

UNIT X: Introduction, What is Culture?, Values and Norms, Culture, Society and the Nation-state, Determinants of Culture, Social Structure.

UNIT XI: Language, Education, Culture and the Workplace, Cultural Change, Implications for Business, Cross-Cultural Literacy, Culture and Business Ethics, Culture and Competitive Advantage.

UNIT XII: Introduction, The Mercantilists' Views on Trade, Trade Based on Absolute Advantage: Adam Smith, Comparative Advantage: David Ricardo.

UNIT XIII: Assumption of the Theory, Explanation of the Theory, Derivatives of the Theory, Hecksher Ohlin Theory (HO), Product Life-cycle Theory, New Trade Theory, Implications of New Trade Theory, National Competitive Advantage: Porters Diamond.

UNIT XIV: Political Economy of International Trade, Introduction ,Barriers to International Trade ,Tariff Barriers , Non-Tariff Barriers, Quotas , Revised Case for Free Trade ,Retaliation and Trade War , Domestic Politics , Development of the World Trading System , GATT , GATT 1947 , GATT 1947 in the US , GATT 1949 , GATT 1951 , GATT 1955-1956 , GATT "Dillon" 1960-1962 ,GATT "Kennedy" 1964-1967 , GATT 1973-1979 , Uruguay Round 1986-1993 ,GATT and the World Trade Organization ,GATT at a Glance 5 World Trade Organization Mission, Functions and Principles , Formal Structure , Dispute Settlement ,Ministerial Conferences ,Accession and Membership ,Agreements , Criticism of WTO , Regional Groupings of Countries and its Impact

UNIT XV: The Global Monetary System ,Introduction , Evolution of the International Monetary System , Bimetallism before 1875 ,Gold Standard , Bretton Woods System Post Bretton Woods System (The Current System) ,Exchange Rate Mechanisms, Fixed Exchange Rate System ,Floating Exchange Rate System, Hybrid Mechanism.

UNIT XVI: The Strategy of International Business, Introduction, Strategy and the Firm, Value Creation, Firm as a Value Chain, Role of Strategy, Profiting from Global Expansion, Location Economies, Experience Effects, Learning Effects, Economies of Scale, Strategic Significance, Leveraging Core Competencies, Leveraging Subsidiary Skills, Pressures for Cost Reductions and Local Responsiveness, Pressures for Cost Reductions, Pressures for Local Responsiveness, Strategic Choices, International Strategy, Multi-domestic Strategy, Global Strategy, Transnational Strategy .

UNIT XVII: Entry Strategies, Strategic Alliances and International Marketing, Introduction, Problems in International Marketing, Why go International Orientations, Basic Entry Decisions, Which Foreign Markets, Timing of Entry, Scale of Entry and Strategic Commitments, Entry Modes, Exporting, Turnkey Projects.

UNIT XVIII: Licensing Strategies, Franchising Strategies, Joint Ventures, Wholly Owned Subsidiaries Selecting an Entry Mode, Core Competencies and Entry Mode, Establishing a Wholly Owned Subsidiary, Exporting, Importing and Counter Trade, Introduction, Promise and Pitfalls of Exporting.

UNIT XIX: Improving Export Performance, Information Requirements, Sources of Information, Exporting Strategy, Counter Trade, Growth of Counter Trade, Types of Counter Trade, Pros and Cons of Counter Trade, Export and Import Financing, Letter of Credit, Bill of Lading.

UNIT XX: Other Documents for Further Information on the Procedure, Other Financing Mechanisms

Reference Books:

1. The International Business Environment by Leslie Hamilton and Philip Webster
2. International Business Environment: Global and Local Marketplace in a Changing World by Janet Morrison

MBA120 --- Operations Management

UNIT I: Introduction, Transformation Approach, Value Driven Approach, Determine Customer Needs, Develop Product Strategy.

UNIT II: Secure Processes and Materials to Satisfy Demand, Manage Strategic Planning Processes, Importance of Customers in Operation Management, Distinction between Consumers and Customers, Performance, Quality, Flexibility.

UNIT III: Automation, Advantages of Automation, Disadvantages of Automation, The Operations Manager's Role, Structural Decisions, Infrastructural Decisions, Organisational Decisions, Interfaces with other Functions.

UNIT IV: Operations Management – Marketing Interface, Operations Management – Finance Interface Design Interface Human Resource Interface Information Systems.

UNIT V: Introduction, Typology of Products, Effective Operations Management, Product Development Process, Clarification of the Task, Concept Generation.

UNIT VI: Embodiment Design, Detailed Engineering Design, Physical Evaluation, Speed of Product Development, Product Design and Architecture, Product Architecture.

UNIT VII: Engineering Economy, Measuring Costs and Identifying Waste, Design for Manufacturability (DFM), DFX – Design for 'X', End Product and Parts Standardization, Modular Designs.

UNIT VIII: Product Development in Services, Product Development Strategies, Internal Development, Reverse Engineering, Collaborative Development and Contracted Out R&D.

UNIT IX: Joint Ventures, Producer-customer, Manufacturing Sub-contracting Types of Production System Job Shop Production Batch Production Mass Production Continuous Production.

UNIT X: Introduction, Need for a Facility Location Planning, Nature of Location Decisions.

UNIT XI: Factors Affecting Location Decisions, Factors Affecting Manufactured Products, Factors Affecting Service Products.

UNIT XII: Selection of Site for the Plant, Country, State/District, Plant Location, Procedures for Location Decisions, Facility Master Plan, Impact Planning, Site Evaluation Techniques of Location Analysis, Factor Rating Method, Load Distance Method, Least Cost Method, and Location Decision using the Transportation Method.

UNIT XIII: Plant Layout Introduction, Facility Layout, Types of Layout, Process Layout, Product or Line Layout, Assembly Line.

UNIT XIV: Defining the Layout Problem, Assembly Line Balancing, Graphic and Schematic Analysis, Limitations of Product Layout, Fixed Layout, Cellular or Group Layout, The U-shaped Assembly Line, Advantages and Disadvantages, Comparison of Layouts.

UNIT XV: New Approaches to Layout Design, Other Service Layouts, Plant Maintenance, and Maintenance strategies, Corrective or Breakdown Maintenance, Preventive Maintenance, Predictive Maintenance, Proactive Maintenance Root Cause Failure Analysis, Total Productive Maintenance, Objectives of TPM.

UNIT XVI: Productivity and Production Introduction, Organization and Productivity, Labor Productivity, Multiple Factor Productivity, Total Factor Productivity Competitiveness strategy and Productivity, Enhancing Productivity to gain Competitiveness, Productivity in Manufacturing versus Service Firms, Computing Productivity, Productivity Indices, Activity Production Planning and Control, Benefits to Small Entrepreneur, Steps of Production, Planning and Control.

UNIT XVII: Manufacturing Economics Introduction, legal and Environmental Issues, Major Legal Issues, Main Environmental Issues, Lifecycles, Product Lifecycles, Technology Lifecycle, Product Lifecycle and Technology Lifecycle, Economic Valuation, Break Even Analysis (BEA) Other Costing Methods.

UNIT XVIII: Inventory Management, Introduction, What is Inventory?, Functions of Inventory, Manufacturing, Wholesale, Bill of Materials, Identification of Inventory Items Inventory Records, Data Integrity, Dependency Relationships, Inventory Costs, Holding (or Carrying) Costs, Cost of Ordering, Setup (or Production Change) Costs, Shortage or Stock-out Costs Inventory Models, Single Period Model, Multiple Period Inventory Models, Fixed-order Quantity Model, Economic Batch Quantity (EBQ) or Economic Production Quantity Model Sensitivity Analysis, Economic Order Quantity Model with Shortages, Fixed-time Period Models, Fixed- Time Period Model with Safety Stock .

UNIT XIX: Total Quality Management, Introduction, What is Quality? How Much to Inspect?, Control of Inspection Costs TQM Approach, Service Quality Measurement, Eight Building Blocks of TQM, Different Pillars of TQM, the Lean Concept Kaizen, Six Sigma and TQM.

UNIT XX: Theory of Constraints, Introduction, TOC Process, Five Focusing Steps Determining the Bottleneck, Rounding Out System Capacity, Simplified Approach, Finite Capacity Scheduling (FCS), Capacity Requirements Planning (CRP), Optimized Production Technique (OPT).

Reference Books:

1. Operations Management by William J. Stevenson
2. Operations Management by Jay H. Heizer and Barry Render

MBA121 --- Total Quality Management

UNIT I: Introduction, Definition, TQM is composed of Three Paradigms, As Defined by the International Organization for standardization (ISO), A Comprehensive Definition, Why Quality Management?

UNIT II: Understand Some Basic Concepts, Concept of Quality, Dimensions of Quality, Dimensions of Quality for Goods, Quality Policy, Process Steps in TQM, TQM in Manufacturing, the Principles of TQM, TQM Framework to Quality Improvement, Leadership, Customer Focus, Measurement, Benchmarking, Continuous Improvement.

UNIT III: A Triple Levels Hierarchical Organization, Operations on IQ Customer Needs and Metrics, The Infoqual Methodology, Objective of the Methodology, Methodology's Users and Use Scenarios, Tools.

UNIT IV: Introduction, Concepts of Quality, Objectives of Quality, Need and Importance of Quality, Evolution of Quality, Determinants of Quality.

UNIT V: Contribution of Quality Gurus, Walter A. Shewhart, Joseph M. Juran, Armand V. Feigenbaum, Kaoru Ishikawa, W. Edwards Deming, Dr. Genichi Taguchi.

UNIT VI: Introductions, Check Sheet, Histograms, Steps in Constructing a Histogram, Uses of Histogram Chart, Examples of Typical Distributions, Limitations of Technique.

UNIT VII: Scatter Diagrams, Steps in Constructing a Scatter Diagram, Interpret the Data, Use of Scatter Diagram, Flow Charts, Process Mapping.

UNIT VIII: Cause and Effect Diagrams, Steps in Constructing a Cause and Effect Diagram, Uses of Cause and Effect Diagram, Advantages of Cause and Effect Diagram, Pareto Diagrams, Control Charts, Steps for Developing Control Charts, Patterns in Control Charts.

UNIT IX: Introduction, Statistical Process Control (SPC), Statistical Quality Control (SQC), Company Wide Quality Control (CWQC), Process Capability: A Discerning Measure of Process Performance.

UNIT X: Introduction, Acceptance Sampling, Acceptance Sampling Plan, Sampling Plans, Characteristics of a Good Sampling Plan, Points to remember while using acceptance Sampling.

UNIT XI: OC Curve, The Shape of the OC Curve, Some Specific Points on the OC Curve, A Stream of Lots and the Binomial Distribution, The Isolated Lot and the Hyper geometric Distribution, Single and Double Sample Plans, Producers and Consumers Risk.

UNIT XII: Cost of Quality Introduction, Costs of Quality, the Process Model, The PAF Model, Life Cycle Model, Economics of Quality, Economic Cost of Quality.

UNIT XIII: Organizations and the, Economic Cost of Quality, Taguchi Method using Robust Design, Taguchi's Thoughts on Quality, the Secret of Creating a Robust.

UNIT XIV: Design, Robust Design by the "Two-step" Taguchi Method, Taguchi Orthogonal may Experiments, Quality Function Deployment (QFD), and Metric Database, IQ Graphical .

UNIT XV: Presentation, Processes must be Managed and Improved, Planning a Change Quality Function Development (QFD), Factors for Successful Implementation of QFD Steps for Successful Implementation of QFD.

UNIT XVI: Introduction, Essence of International Standards, Worldwide Progress in Trade Liberalization, Interpenetration of Sectors, World wide Communications Systems, Global Standards for Emerging Technologies, Developing Countries, Overview of ISO Standards, Quality and its Essence, ISO Standards .

UNIT XVII: ISO 9000 Quality Standard, Conformance and Guidance Standards, ISO Standard Series and Some Other Standards, Elements of the ISO Standards ISO 9000 Quality System Certification, Reasons for Certification, Benefits of ISO Certification.

UNIT XVIII: Limitation of ISO 9000 Certification, ISO 9000 Family, ISO 9001, QS 9000, Documentation of Quality System, Quality Manual, Quality Procedures, Quality Documents, Quality Records, Controlled Documents, Implementing ISO 9001: 2000 .

UNIT XIX: Organizing for Total Quality Management, Introduction, Basic Structure for TQM Implementation, the Role of TQM Co-coordinators, TQM Co-coordinators Champions Role of Steering Committee, Team and Motivation in TQM, Implementation of TQM Barriers to TQM Implementation, Organizational Barriers Behavioral Barriers.

UNIT XX: Introduction, Quality Circles: Rationale and Brief History, Quality Circles, Key Elements of Quality Circles, Benefits of Quality Circles, Impediments to the Effective Working of Quality Circles, Quality Circles and the Trade Unions, Quality Circles in India, Areas of Success due to Quality Circle Activities in BHEL, Structural Organisation for QC Circles, Roles and Functions of QC Circle Organization, Top Management, Steering Committee, Facilitator, Leader, Members, coordinator, Middle Management, Quality Control Circle Process QC Circle Techniques, Brainstorming, Pareto Analysis, Cause and Effect (Ishiwaka) Diagram, Check Sheet, Histogram, Stratification, Control Charts, QC Circle – Implementation, QC Circles: A Case Study: Neyveli Lignite Corporation (NLC).

Reference Books:

1. Total Quality Management by Dale H. Besterfield, Carol Besterfield-Michna, Glen Bester field, and Mary Besterfield-Sacre
2. Total Quality Management: Strategies and Techniques Proven by Stephen George and Arnold Weimerskirch

Specialization Subjects

Human Recourse Management

MBA116A --- Management of Training and Development

UNIT I: Introduction, Concept of Training and development, Need for Training, Importance of Training.

UNIT II: A Checklist to Avoid Training Pitfalls, Principles of Learning, Modeling, Motivation, enforcement, Feedback.

UNIT III: Spaced Practice, Whole Learning, Active Practice, Applicability of Training, Environment.

UNIT IV: Areas of Training, Knowledge, Technical Skills, Social Skills, Techniques.

UNIT V: Types of Training, Refresher Training, Cross-functional Training, Team Training, Creativity Training, Diversity Training, Literacy Training.

UNIT VI: Concept of Training Needs Assessment, Purpose of Training Needs Assessment .

UNIT VII: Levels of Training Needs Assessment, Identify Training Objectives, Process of Conducting a Needs Assessment.

UNIT VIII: On-the-Job Training, Job Instruction Training (JIT), Coaching, Mentoring, Job Rotation.

UNIT IX: Apprenticeship Training, Committee Assignments, Off-the-Job Methods, Training Techniques, Demonstration Technique, Lecture Technique, Simulation Games, In-Basket Exercise.

UNIT X: Films and Training, Role Playing, Critical Incidents Technique of Training.

UNIT XI: Management Development, Introduction, Concept of Development, Definition of Management Development, Need for Management Development, Importance of Management Development, Steps in the Organisation of a Management Development Programme.

UNIT XII: Methods of Management Development, Introduction, Decision-Making Skills, In-basket, Case Study, Business Games, Interpersonal Skills, Role Play, Sensitivity Training, Job Knowledge, On-the-job Experience, Behaviour Modelling, Coaching, Understudy, Organisational Knowledge, Job Rotation, Multiple Management, General Knowledge, Specific Individual Needs, Other Off-the-Job Methods, Conferences, Lectures, Group Discussion, Programmed Instruction (PI), Selection of a Suitable Method, Organizational Development (OD) through Human Resource Development (HRD).

UNIT XIII: Introduction to Learning, Introduction, Types of Learning, Theories of Learning, Classical Conditioning, Operant Conditioning, Cognitive Learning Theory, Social Learning, Reinforcement, Punishment and Extinction, Learning Curves, Linkage of Learning with Training and Learning Organisation.

UNIT XIV: Learning Organisation, Introduction, Characteristics of Learning Organisation, Difference between Traditional and Learning Organisations, Organisational Learning, Instruments on Learning Organisation, Essentials for Developing a Learning Organisation, Solid Foundation, Clear and Well-defined Strategy, Golden Rules.

UNIT XIV: Definition of Performance Appraisal, Features of Performance Appraisal, Objectives of Performance Appraisal.

UNIT XV: Performance Appraisal Process, Need for Performance Appraisal, Essentials of Performance Appraisal, Problems of Performance Appraisal, Judgment Errors, Poor Appraisal Forms, Lack of Rater Preparedness, Ineffective Organisational Policies and Practices.

UNIT XVI: Methods of Performance Appraisal, Introduction, Traditional and Modern Methods of Performance Appraisal, Graphic Rating Scale, Straight Ranking Method, Paired Comparison Method, Critical Incident Methods, Group Appraisal, Counselling, Performance Appraisal Feedback, Confidential Methods, Behavioural Anchored Rating Scale (BARS), Assessment Centres, Field Review Method, Human Resource Accounting (HRA), Management by Objectives, 360-Degree Feedback System, Appraisal Interview and Feedback, Feedback Defined.

UNIT XVII: Internal Mobility, Purposes of Internal Mobility, Transfer, Promotion, Demotion Causes, Policy, Employee Separations.

UNIT XVIII: Managing Careers, Introduction, Concept of Career, Features of Career, Important Terms in Career Planning, Career Stages, Exploration, Establishment, Mid Career, Late Career, Decline, How do People Choose Careers?, Career Anchors, Meaning of Career Planning.

UNIT XIX: Human Resource Planning, Need for Career Planning, Objectives of Career Planning, Process of Career Planning, Career Development, Individual Career Development, Organisational Career Development, Career Management, Advantages and Limitations of Career Planning, Effective Career Planning, Succession Planning, Replacement Charts, Career Planning vs Succession Planning, Indian Scenario, Succession Management.

UNIT XX: Purposes of Training Evaluation, Evaluation Process, Training Measurement, Decision Points in Planning Training Evaluation, Methods of Evaluation.

Reference Books:

1. Employee Training and Development by Raymond Noe and Raymond Noe
2. Powerful Personal Energy by Henry Beeland

MBA117A --- Compensation Management

UNIT I: Nature and Scope of Wage and Salary Administration, Compensation, Non-financial Compensation System.

UNIT II: New Trends in Compensation Management, Wage Determination Process, General Wage Determinations Supersedeas Wage Determinations, Extensions of Wage Determinations.

UNIT III: How to Interpret General Wage Determinations, Wage Surveys, Preparation of Wage Structure.

UNIT IV: Rate Ranges, Setting of Rate Ranges, Single-Rate Wage Systems.

UNIT V: Number of Grades, Moving Employees through Rate Ranges, Factors Influencing Wage and Salary Administration.

UNIT VI: Theory of wages, Introduction, Theories of Wages, Economic Theory of Wages, Limitations of Economic Theories, Behavioural (Motivational) Theories, Rewards Influence Behaviour, Types of Wages, Determinants of Wage Rates, Time Rate, Merits, Advantages, Demerits, Disadvantages, Piece Rate Pay, Merits, Demerits, UNIT Balance or Debt Method, Wage Differentials, Wage Differentials between Occupations.

UNIT VII: Introduction, Components of, Compensation Planning, Diagnosis, Benchmarking, Advantages of Benchmarking, Collaborative Benchmarking, Obtaining Commitment.

UNIT VIII: Introduction, Inter and Intra Industry Wage Differentials, Internal and External Equity in Compensation System, Concept of Internal Equity and External Equity, Job Evaluation, Methods and Systems of Job Evaluation, Factors and Degrees Defined for Education, External Parity.

UNIT IX: Incentives, Definitions, Types of Incentives, Individual Incentives, Creating an Individual Incentive Pay Plan, Measured Day Work, Piece work, Standard Hour, Multiple Performance Dimensions, Gain Sharing, its Advantages and Disadvantages, Organisation Wide Incentives: Scanlon Plan, Kaiser Plan, Profit Sharing, Non-financial Incentives, Standards, Introduction, Strategic Perspectives on Benefits, Objectives of Fringe Benefits, Types of Incentives, Individual Group Variable Compensation, Pay for Performance, Pay by Seniority, Group Piece Rate, Employee Profit Sharing, Employee Stock Ownership, Gain Sharing.

UNIT X: Incentive Plans, Introduction, Types of Incentive Plans, Straight Piece Rate System, Straight Piece Rate with Guarantee Base Wage, Differential Piece Rate System, Halsey Plan, Rowan Plan, Gantt Plan, Bedaux Plan, Emerson's Efficiency Plan, Group Incentive Plan.

UNIT XI: Focus of Incentive Plans, Incentive Contributions, Factors Determining Pay Plans, Incentive Pay Plans and the Motivation Models Performance-Motivation Model, Performance Definition, Role of Annual Incentives.

UNIT XII: Annual Incentives Represent a Variable Compensation Cost, Influencing Management Behaviour: Building a Line of Straight Relationship, Performance Measurement Under the Control of Participants, Difference between a Management Incentive Plan and a Profit - sharing Plan.

UNIT XIII: Basic Pay, Creating a Base-Pay Compensation Program, Accountants, Human Resources, Information Systems, Software Development, Application Engineer, Chemical Engineer, Chemist, Customer Relations, Determining the Right Approach for your Organization, What does a Good Organization Offer?

UNIT XIV: Provisions for Dearness Allowance, All India Services (Dearness Allowance) Rules, XIXVIII, Government of India's Decisions, DA Formula of XIXIXVI, Objections against Dearness Allowance.

UNIT XV: Perverse Recommendations Regarding DA Free from Income-Tax, D.A. increased from XII% to VIX% of Basic Pay, Suggestions, Postponing Decision of D.A. Freeze by Central Government.

UNIT XVI: Calculation of Total Compensation Package, Defined Contribution Plans, Defined Benefit Plans, Hybrid Plans, Contrasting Types of Retirement Plans.

UNIT XVII: Pension, Types of Pensions, Retirement Pension or Superannuation Plans.

UNIT XVIII: Introduction, Laws Relating to Workmen's Compensation, Social Security: Concept and Evolution, Employees' State Insurance Act, XIXIVVIII, Employees' Provident Funds and Miscellaneous Act, XIXVII, Maternity Benefit Act, XIXVII, Payment of Gratuity Act, XIXVIII, Voluntary Welfare Amenities in India.

UNIT XIX: Wages and Bonus Laws, Introduction, Minimum Wages and ILO, Five Year Plans and Wage Policy, Law of Minimum Wages, Payment of Wages, Payment of Bonus, Objectives and Scope of these Laws, Institutional Mechanism for Wage Determination, Unilateral Pay Fixation, Collective Bargaining, Levels of Bargaining, Equal Remuneration Act, Part I: A Critical Evaluation of the Relevance of the Act, Part II: A Study into the Enforcement of the Law.

UNIT XX: Working of Different Institutions Related to Reward System like Wage Boards, Pay Commissions, The Impact of the Fifth Pay Commission of Central and State Governments, An Approach to Public Sector Pay Revision.

Reference Books:

1. Compensation Management by Richard I. Henderson
2. Compensation by Jerry Newman

MBA118A --- Organisational Development and Change

UNIT I: Definitions of Organisation Development, Analysis of the Definitions, Characteristics of OD, History of Organisation, Development, Values, Assumptions and Beliefs in OD.

UNIT II: Implications of OD Values and Assumptions, Implication for Dealing with Individuals.

UNIT III: Introduction, OD Models of Planned Change, System Theory of OD, Nature of System, Congruence among System Elements, Socio-technical System Theory and Open System Planning, Open Systems Thinking, Participation and Empowerment.

UNIT IV: Teams and Parallel Learning Structures, Introduction, Teams, Team Building, Developing Winning Teams, Team Roles, Balanced Teams, Communication in Teams, Characteristics of High Performing Teams Members, Practices to Facilitate Development of Teams in Organizations, Path to Team Building Success, Employee Empowerment, Employee Involvement, Positive Work Relationships, Parallel Learning Structures, When to Use it, How to Use it, Relationship to other Learning Strategies.

UNIT V: Introduction, Organisation Development Interventions, Characteristics of OD Interventions, Classification of OD Interventions.

UNIT VI: Principles of Organisation Structure, Departmentalisation, De-centralisation and Centralisation, Strategic OD Interventions, Sensitivity Training, Process Consultation, Team Building.

UNIT VII: Introduction, Team Interventions, Broad Team Building Interventions, A Gestalt Approach to Team Building, Inter Group Interventions, Third Party Peace Making Interventions.

UNIT VIII: Comprehensive Interventions, Introduction, Comprehensive OD Interventions, Beckhard's Confrontation Meetings, Strategic Management Activities, Stream Analysis, Appreciative Inquiry, Grid Organisation Development, Process of Grid Organisation Development, Evaluation of Grid Organisation Development, Transorganisational Development.

UNIT IX: Introduction, Meaning of Change, Forces for Change, External Forces, Internal Forces, Level of Change Programmes, Managing Planned Change, Planning for Change, Assessing Change Forces, Implementing Change.

UNIT X: Nature of the Client Systems, Introduction, Understanding Group and Intergroup Dynamics, Types of Groups, Stages of Group Development, Group Structure, Formal Leadership, Roles, Norms, Status, Size, Composition, Cohesiveness, Group Decision-Making, Conformity to Group Norms, Techniques for Improving Group Decision-Making, Organisations as Systems.

UNIT XI: Managing Of Process, Introduction, Managing the Process, Problem Identification and Diagnosis, Planning Strategy for Change, Intervening in the System, Evaluation and Making Modifications.

UNIT XII: Action Research And Organization Development, Introduction, Action Research: A Process and an Approach, History of Action Research, Varieties of Action Research.

UNIT XIII: Components Of Od-Operational And Maintenance, Introduction, The OD Process, Diagnosing the System, its Sub-UNITs and Processes, Program Management Component, Phases of OD Programs, Analyzing Discrepancies, Model for Managing Change.

UNIT XIV: Implementation And Assessment Of Od, Introduction, Organisational Assessment, Applicability, Feasibility, Acceptability, Basic Components of Assessment of OD, Criteria for Assessment, Measurement, Research Design, Key Points for Implementation of OD, Pre-requisites to Success of OD, Limitations in OD Efforts, Assessment of OD and Change in Organizational Performance, Goal Setting, Performance Appraisal, Reward Systems.

UNIT XV: Structural Interventions, Introduction, Selected Structural Intervention, Socio-technical Systems (STS) Theory, Traditional MBO Theory, Quality Circles, Quality of Work Life (QWL) Programs,

Parallel Learning Structures (or Collateral Organizations), Physical Settings or Arrangements, Total Quality Management (TQM) Programs, Reengineering, Large-scale Systems Change.

UNIT XVI: Training Experiences, Introduction, Training Experiences, T-Groups, Behavior Modeling, Life and Career Planning, Career Anchors, Coaching and Mentoring, Instrumented Training.

UNIT XVII: Power, Politics And Od, Introduction, Power, Theories of Sources of Social Power, Power Dependence Theory, According to French and Raven, Strategic Contingency Model, According to Henry Mintzberg, Organisation Politics, Framework for Analyzing Power and Politics, Model I: By Pfeffer, Model II, Role of Power and Politics in the Practice of OD, OD Practitioners Operating in the Political Organisation Environment, Reward Power, Coercive Power, Legitimate Power, Referent Power, Expert Power, Thumb Rules for OD Practitioners, Greiner, Schein, Power and Organisation Development Model.

UNIT XVIII: Research On Organisation Development, And Its Future, Introduction, Research on OD, Problems with Definitions and Concepts, Problems with Internal Validity, Problems with External Validity, Problems with Lack of Theory, Problems with Measuring Attitude Change, Positive Developments in Research on OD, Future and Organisation Development, Fundamental Strength of OD, OD's Future.

UNIT XIX: Issues In Consultant-Client Relationship, Introduction, Issues, Entry and Contracting, Defining the Client System, Trust Issue, Nature of the Consultant's Expertise, Depth of Intervention, Consultant as a Model, Consultant Team as a Microcosm, Action Research and the OD Process, Dependency Issue and Terminating the Relationship, Implications of OD for the Client.

UNIT XX: Mechanistic And Organic Systems, Introduction, Mechanistic Systems, Organic Systems, Contingency or Situational Approach, Implications of Contingency Approach, Limitations of Contingency Approach, Failures of Organisation Development

Reference Books:

1. Organization Development and Change by Thomas G. Cummings
2. Organization Development by Joan Gallos and Edgar H. Schein

MBA122A --- Management of Industrial Relation

UNIT I: Introduction, Meaning, Objectives and Importance of Industrial Relations, Labour and Management Relationship, The Rise of Industrial Relations.

UNIT II: The System of IR Functions, Objectives of Industrial Relations, Importance of Industrial Relations, Scope of Industrial Relations, New Frontiers of Employee Relations, Shape of Industrial Relations.

UNIT III: Approaches to Industrial Relations Unitary, Pluralistic, Marxist, Unitary Perspective, Pluralistic Perspective, Radical Perspective.

UNIT IV: Introduction, Industrial Relations during Colonial Period.

UNIT V: Industrial Relations in Post-independence Era, Industrial Relations in Post-globalization Period from XIXIXI till Date.

UNIT VI: Trade Unionism – Industrial Conflicts.

UNIT VII: Introduction, Trade Unions: Meaning and Justification, Theories of Trade Unionism

UNIT VIII: Types of Trade Unions, Trade Union Movement in India, Problems of Trade Union, Functions of Trade Unions, Measures to Strengthen Trade Unions, Trade Union Act, XIXIIVI, Judicial Activism.

UNIT IX: Introduction, Definitions, Concept Prerequisites of Collective Bargaining, Union Bargaining Process.

UNIT X: Types of Bargaining, Industry Bargaining, Enterprise Bargaining, Concession Bargaining, Composite Bargaining, Importance of Collective Bargaining.

UNIT XI: Importance to Employees, Collective Bargaining in India, Joint Consultative Machineries.

UNIT XII: Labour Aristocracy and Segmentation of Labour, MARKETS, Introduction, Contract Labour, Need for Contract Labour, Objectives of the Contract Labour Abolition Act, Contract Labour (Regulation and Abolition) Act, XIXVIIIIVI, Licensing, Enforcement, Advisory Boards, Prohibition of Employment of Contract Labour, Core Activity-Andhra Pradesh Amendment (XXOIII), Contract Labour and Applicability of other Labour Laws, Organised Unions vs. Unorganised Unions and Labour-splintering of Unions-Central Trade Unions, Early Period, Modest Beginning, All India Trade Union Congress, Present Position, Inter-union Rivalry-Role of State and Political of Mobilization, Emergence of Factionalism, Unionism in Emergent Sectors, Strategy for Building Responsible Trade Unionism, Cyber Unionism, Emerging Trends.

UNIT XIII: Industrial Disputes, Introduction, Causes of Industrial Disputes, Conflict/Dispute Caused by Unions, Conflict/Dispute Caused by Management.

UNIT XIV: Types of Industrial Disputes, Prevention of Industrial Disputes, Settlement of Industrial Disputes, Conciliation, Voluntary Arbitration, Adjudication, Industrial Disputes Act, Preamble and Objectives of the Act, Some Important Concepts, Power of Labour Court and Industrial Tribunals, Introduction of Section XI-A in the Act, Awards of Labour Courts and Tribunals, Conditions to Strike and Lock-outs, Strike, Lock-outs, Penalty for Illegal Strikes and Lock-outs, Government can Prohibit the Continuation of Strikes and Lock-outs, Lay-off, Retrenchment and Closure, Lay-off, Retrenchment, Closure, Chapter V-B, Rights of Union Representatives and Protections thereof, Section IIIIII - Conditions of Service, etc., to Remain Unchanged under Certain, Circumstances during Pendency of Proceedings, Conciliation, Adjudication, Laws Relating to Standing Orders, Misconduct and Disciplinary Procedures, Model Standing Orders, I Legal Dimension, Grievance Handling, Meaning, Handling Grievances, Recommendations of the National Commission on Labour, Redressal of Grievances (ROG).

UNIT XV: Introduction , Objective of the Act , Responsibility for Payment of Wages , Deduction from Wages , Kinds of Deductions , Limit on the Amount of Deductions [Sec. 7(3)] , Maintenance of Registers and Records (Sec. 13-A) , Appointment of Competent Authority , Inspectors and their Powers , Who may File Application and When? , Procedure and Directions , Recovery of Amount , Appeals , Power to Make Rules , Obligations of Employers , General Remarks , Bonus-Rules and Regulations , Definitions , Computation of Bonus , Computation of Gross Profits , Computation of Available Surplus , Sums Deductible from Gross Profits , Calculation of Direct Tax Payable by the Employer , Eligibility for Bonus , Disqualification for Bonus , Payment of Minimum Bonus , Payment of Maximum Bonus , Special Provisions with Respect to Certain Establishments , Time-limit Payment or Bonus , Calculation of Bonus , Offences and Penalties (Sec. 28 , Payment of Bonus Act) .

UNIT XVI: Employees' Provident Funds and Miscellaneous Provisions Act, XIXVII, Employees' Provident Fund Scheme, XIXVII, Employees' Pension Scheme, XIXIXV, Employees' Deposit-Linked Insurance Scheme, XIXVIIVI, Factories Act, Historical Development of Factory Legislation, Objective of the Act and Applicability of the Act, Definitions, Approval, Licensing and Registration of Factories, Provisions Relating to Hazardous Processes, Welfare of Workers, Working Hours of Adult Workers, Employment of Young Persons, Annual Leave with Wages, Other Features.

UNIT XVII: Hospitals and Institutional Bill, Chapter I-Preliminary, Chapter II-Authorities, Chapter III-Redresal of Grievances, Chapter IV-Collective Grievances, Chapter V-Penalties, Chapter VI-Miscellaneous, Schedule, Maternity Benefits, Maternity Benefit Act, Miscellaneous, Administration, Case Law, Recent Amendments in various Acts, Judicial Interpretations, Specific Suggestions Relating to Certain Labour Laws, Labour Inspection/Administration, Social Safety Net, Major Conclusions and Recommendations, Restructuring Labour Policy, Specific Suggestion to Amend certain Labour Laws, Social Security.

UNIT XVIII: Introduction, Retrenchment, Obligations of the Employer, Closure, Chapter V-B, Industrial Relations in Turnaround Management, Turnaround Processes and Voluntary Retirement Schemes.

UNIT XIX: VRS Policy Legal Aspects of VRS, Conditions for Acceptance/Refused of VR, Disadvantages of VRS, Advantages/Merits of VRS Funds.

UNIT XIX: Introduction, Globalization, Liberalization, Merger and Acquisition, New Manufacturing Reforms and their Implications for Labour Force, ILO, Structure, Conventions and Recommendations, AFL-CIO, Research and Development Activities, A Voice in Strategic Management Decision Making and Ownership, Capital Investment and Pension.

UNIT XX: Workers Participation in Management, Introduction, Workers' Participation in Management, Objectives, Elements of Participation, Forms of Participation, Pre-requisites for Effective Participation, Workers' Participation in Management in India, Workers Ownership as Turnaround Management, ESOP, Objectives of ESOP, Popular Types of Employee Ownership Stock Holding Schemes, Profit Sharing, Quality of work-life, Recommendation of National Productivity Council of India on QWL, Quality Circles, Composition of Quality Circle, Quality Circle Organisation, Rewards and Benefits of Quality Circle, Implementation Plan, Worker Empowerment, Negotiation, Process, Strategies, Tactics for Win-Lose Negotiations, Key steps in the Negotiation Process.

Reference Books:

1. Global Industrial Relations by David G. Collings
2. Industrial Relations by Rowena Passy

MBA123A --- International human Resource Management

UNIT I: Introduction, Developing International HR Strategies, Issues in IHRM.

UNIT II: Global Business Challenge, meaning of IHRM, Difference between Domestic and International Human Resource, More HR Activities, Need for a Broader Perspective.

UNIT III: More Involvement in Employee's Personal Lives, Changes in Emphasis as the Workforce Mix of Expatriates and Locals Varies, Risk Exposure, More External Influences, Expanding the Role of HRM in international Firms.

UNIT IV: Introduction, International Human Resource Management Approaches, The Path to Global Status, Initial Division Structure (Early Stages of Internationalization), International Division, Global Product/Area Division, New Types of Multinational Structures, Role of Human Resource, Strategies for International Organisations, Implications for Human Resource Management Policy, An Integrated Strategic Framework.

UNIT V: Introduction, Objectives of Human Resource Planning, Recruitment and Selection, International Labour Market — Sources, Staffing Policies, Regiocentric Approach, Recruitment and Selection in IHRM.

UNIT VI: Types of International Employees and their Required Competencies, International Migration and the Impact on Recruitment, International Talent Management, Local Selection and Assessment Issues, Selection Criteria, Development of an Effective Workforce.

UNIT VII: Cultural Dimensions of IHRM, Introduction, Understanding Culture, Culture Defined, Elements of Culture, Convergence of Culture, Determinants of Culture, Role of Cultural Understanding, Cross-cultural Theories, Hofstede: Culture and Workvalue, Kluckhohn-Strodthbeck (XIXVII), Hall's Theory of Cultural Context, Andre Laurent's Study of Culture, Lorange's Cross-culture Studies, Cross-culture Communication, Dealers Focus vs Relationship Focus, Formal vs Informal, Rigid Time vs Fluid Time, Expressive vs Reserved Cultures, Business Protocol, Cross-cultural Negotiations, Culture and HR Functions in a Global Subsidiary, Culture and HR Functions.

UNIT VIII: Performance appraisal in a global context, Introduction, Performance Management and its Link with other HR Processes, Performance Appraisal in Global Context, Whole versus Part, Non-comparable Data, Volatility of the International Environment, Separation by Time and Distance, Variable Levels of Maturity, Headquarter-subsidiary Interdependence, Ethical and Legal Issues, Market Maturity.

UNIT IX: Relocation Performance Management, Variables that Influence Relocation Performance, Criteria used for Performance Appraisal of International Employees, Appraisal of HCN Employees, Performance Management — Two Examples, Exxon, General Motors, Culture and Organisational Performance, Link between Culture and Organisational Performance, Competence Approach to HRM, Management Competences Approach, European and International Competences, Cultural Regard for Managers and their Competences, Different Degrees of Internationalisation of Companies, Problems Inherent within the Competences Model, Job Satisfaction, Recent Innovative Methods in IHRM.

UNIT X: Introduction, Orienting Employees for Global Assignment, Approaches to Training, Action Learning and the Experiential Approach, Transferability across Cultures.

UNIT XI: Organizational Learning, Integrating Business Strategy with International Training, Components of Effective Predeparture Training Programmes, Impact of Different Learning Styles on Training, Types of Cross-cultural Training, Cultural Assimilators.

UNIT XII: Compensation and Incentives, Introduction, Designing Compensation Programme, Compensation, Employee Benefits, Objectives of International Compensation, Approaches to International Compensation, Going Rate Approach, Balance Sheet Approach.

UNIT XIII: Factors Affecting International Compensation System, Host Country Market Cost of Living, Nature of the Expatriate Job, Culture Adjustment, International Living Cost Data, International Benefits, Adjustments and Incentives, Base Salary, Foreign Service Inducement/Hardship Premium, Allowances, Differentiating between PCNs and TCNs, Termination of Contract, Incentives and Corporate Commitments, Japanese Model and Matsushita.

UNIT XIV: International labour relations, Introduction, Key Issues in International Industrial Relations, Degree of Inter-subsidiary Production Integration, Nationality of Ownership of the Subsidiary, International Human Resource Management Approach, MNC Prior Experience in

Industrial Relations, Subsidiary Characteristics, Characteristics of the Home Product Market, Management Attitudes towards Unions.

UNIT XV: Trade Unions and International Industrial Relations, Influencing Wage Levels, Constraining the Ability of MNCs to Vary Employment Levels at Will, Preventing Global Integration of MNC Operations.

UNIT XVI: The Response of Trade Unions to MNCs, International Trade Secretariats (ITSS), Lobbying for Restrictive National Legislation, Regulation of MNCs by International Organization.

UNIT XVII: Various Agreements Related to International Industrial Relations, ILO Conventions, UNITED Nations Agreements, Regional Instruments of International Labour Law, Safety and Fair Treatment, International Labour Standards, Structure of International Labour Standards, Fundamental Principles, Creation of International Labour Standards, International Labour Standards Applied, Agenda of the International Labour Organisation.

UNIT XVIII: Introduction, The Repatriation Process, Problems of Repatriation, Job Related Factors, Social Factors, Designing a Repatriation Program, NCs and HR Policies.

UNIT XIX: Human resource practices and programmes in various countries, Introduction, HR Practices in USA, European Model of HR Practices, HR Practices in Britain, HR Practices in France, HR Practices in Spain, HR Practices in Sweden, HR Practices in Germany, HR Practices in Russia, HR Practices and Programmes in Asia, HR Practices in China, HR Practices in Japan, HR Practices in India.

UNIT XX International law related to immigration and HR, Introduction, International Migration Law and ILO, Immigration Law in UK, Immigration Law in the USA, Immigration and Nationality Act (INA), Immigration Attorneys, Canadian Immigration Law, International Contract Laws Related to HR, Role of ILO, Contract Law Related to HR in USA, Employment and Placement, Compensation, Benefits and Job Analysis, Training and Development, Employee Relations, Labour and Employment Law in UK, Abolition of Statutory Disciplinary and Grievance Procedures, Collective Redundancy Consultation Clarified, Increased Holiday Entitlement, Law Related to HR in France, I Employer, Engaging Consultants, Employment Agreement, Terminating the Employment Relationship, Post Employment Non-competition, IIIV Hour Work Week, Contract Law Related to HR in Thailand, Terms of Employment, Termination of Employment, Special Leave, Relocation of the Business

Reference Books:

1. International Human Resource Management by Peter J. Dowling, Marion Festing, and Allen Engle
2. International Human Resource Management (Global HRM) by Randall S. Schuler, Dennis R. Briscoe, and Lisbeth Claus

Financial Management

MBA116B --- Investment Management

UNIT I: What is Investment?, Financial and Economic Meaning of Investment.

UNIT II: Investment and Speculation, Investment and Gambling, Why Investments are Important?

UNIT III: Factors favourable for Investment, Investment Media.

UNIT IV: Features of an Investment Programme, The Investment Process.

UNIT V: Development of the Financial System in India, Structure of Financial Markets.

UNIT VI: Financial Institutions, A Critique of the Indian Financial System.
UNIT VII: New Developments in the Financial System.
UNIT VIII: The Relationship of the new issue market and stock exchange.
UNIT IX: Role of the New Issue market, Mechanics of Floating new Issues.
UNIT X: Mechanics of Security Trading in Stock Exchanges.
UNIT XI: kinds of Trading Activity, Membership rules in Stock Exchange, Listing of Securities.
UNIT XII: Legal control of stock exchanges in India, Capital issues control.
UNIT XIII: Investor Classification, Corporate Bonds, Bond Indenture, Features of Bonds, Types, Classification.
UNIT XIV: Convertible Bonds, Evaluation.
UNIT XV: Analysis of preference shares, Equity Shares, Options, Warrants.
UNIT XVI: Government Securities, Types, Prices and Yields, Life Insurance, Kinds of Policies, Procedure for taking a policy.
UNIT XVII: Investment in UNITs, Objectives of Investment in UNITs, Different UNIT schemes, New schemes of UTI.
UNIT XVIII: Tax Benefits, provident Funds.
UNIT XIX: Post Office Scheme, National Saving Schemes, Post office Savings, Investments in Land, Gold, Silver.
UNIT XX: Diamonds, Stamps, Antiques.

Reference Books:

1. Investment management: By Peter L. Bernstein
2. Investment management: By Robert Hagin
3. Investment Management: By Ramanna Vishwanath, Chandrasekhar Krishnamurti
4. Investment Management: By S.S.Kaptan
5. Modern investment management: By Robert B. Litterman

MBA117B --- Merchant Banking and Financial Services

UNIT I: Evolution of Merchant Banking, scope, functions and its role in Indian context.
UNIT II: SEBI Guide lines for Merchant Bankers.
UNIT III: Public, Rights, Issue, Private placement: Bought out Deals.
UNIT IV: Designing & pricing of Instruments preparing for public issues.
UNIT V: SEBI Guidelines.
UNIT VI: Pre-Issue & Post Issue work.
UNIT VII: Credit rating agencies in India, Scope.
UNIT VIII: Process and Limitations in credit rating system.
UNIT IX: Project. Appraisal - Project life cycle, Evaluation.
UNIT X: Social Cost benefit Analysis.
UNIT XI: Capital Cost and Financial Projections.
UNIT XII: Term Loan Working capital loans.
UNIT XIII: Maximum permissible Bank Finance.
UNIT XIV: Loan syndication.
UNIT XV: Consortium finance, Factoring.
UNIT XVI: Leasing & Hire Purchase.

UNIT XVII: Evolution, Concept, Role, Importance.

UNIT XVIII: SEBI guidelines and present status of VCC's in Indian context.

UNIT XIX: Mergers and Acquisitions, takeovers.

UNIT XX: Sell offs and divestitures.

Reference Books:

1. Merchant Banking And Financial Services: By Lalit K. Bansal
2. Financial Services: By Khan
3. Financial Services & System: By Sasidharan
4. Financial Services In India: By G. Ramesh Babu
5. Management Of New Issue Services: By P.M.M. Mohiadeen

MBA118B --- Management of Infrastructural Financing

UNIT I: Financial objectives, policies on financing, investments and dividends. Financial forecasting, planning and uncertainties, interest rates, inflation.

UNIT II: capital gains and losses exchange control regulation, government credit policies and incentives statistics on production, price indices, Labour.

UNIT III: capital market based on published statistical data, Internal source, retained earnings, provisions etc, Issues in raising finance.

UNIT IV: legal form of organization, provisions of the companies Act, control of capital issues.

UNIT V: Short term sources : Trade credit, factoring, Bill of exchange, Bank Loan, Cash credit, overdraft, public deposit, SEBI regulations, primary and Secondary markets.

UNIT VI: Concept and nature of leverages operating risk and financial risk, operating leverages, financial leverage and combined leverage concepts, measures and their Interpretations.

UNIT VII: Operating leverage and Cost volume Profit analysis- Earning Before Interest and Tax (EBIT) and Earning Per Share (EPS), indifference point.

UNIT VIII: Concept of capital structure and its perimeters, Financial structure and capital structure - simple and complex.

UNIT IX: Theories of capital structure - net income approach, net operating income approach.

UNIT X: Traditional and Miller and Modigliani approaches and Their criticism.

UNIT XI: Factors for capital structure planning; capital structure trend in private and public sectors in India., Cost of Capital.

UNIT XII: Operating cycle concept, forecasting, working capital regulations, monitoring advance management of different components.

UNIT XIII: Working capital management under inflation, new projects working capital management.

UNIT XIV: Financial statement, Financial ratio analysis fund flow and cash flow analysis.

UNIT XV: Leverages, Cost-Volume-Profit analysis.

UNIT XVI: Financial forecasting, inter firm comparison, Financial analysis and aspects inflation.

UNIT XVII: Formulating dividend policy : factors for consideration dividend theories - Walter's model

UNIT XVIII: Gordon's model, residual theory of dividend.

UNIT XIX: Miller and Modigliani Hypothesis.

UNIT XX: Indian position in private and public sector in general.

Reference Books :

1. Infrastructure Finance: By Neil S. Grigg
2. Infrastructure finance: trends and techniques: By Henry A. Davis
3. Infrastructure Finance from Private Operators: By Patricia Clarke Annez
4. Municipal Infrastructure Financing: By Munawwar Alam
5. Principles of Project and Infrastructure Finance: By Willie Tan

MBA122B --- International Finance Management

UNIT I: History, Bretton woods and period after XIXVIII.

UNIT II: Foreign Exchange Market

UNIT III: Exchange Rate Determination.

UNIT IV: Currency Risk Management.

UNIT V: Eurocurrency Markets.

UNIT VI: International Project Appraisal & Project Finance.

UNIT VII: Currency future & options, currency swaps.

UNIT VIII: International cash management.

UNIT IX: International Portfolio Management.

UNIT X: International Accounting Standards - Effect of changes in Foreign Exchange Rate.

UNIT XI: Financing of Imports & Exports in India.

UNIT XII: Measuring exchange rate movements.

UNIT XIII: Exchange rate equilibrium – Factors effecting foreign exchange rate .

UNIT XIV: forecasting exchange rates- international parity relationship: interest rate parity.

UNIT XV: purchasing power parity & fisher effects.

UNIT XVI: Management of Transaction exposure.

UNIT XVII: Management of Translation exposure.

UNIT XVIII: Management of Economic exposure.

UNIT XIX: Management of political Exposure.

UNIT XX: Management of Interest rate exposure.

Reference Books :

1. International Finance Management By V. Sharan
2. Multinational Financial Management By Madhu Vij
3. International Finance-A Business Perspective By P G Apte
4. International Finance By V K Bhalla

MBA123B --- Portfolio Management & Security Analysis

UNIT I: Financial and non-financial forms of investment.

UNIT II: Objectives of financial investment, investment methods.

UNIT III: Security and non-security forms of investment .

UNIT IV: Sources of investment information- Investment Instruments.

UNIT V: Primary and secondary markets– major players and instruments in secondary market.

UNIT VI: Functioning of stock exchanges, trading and settlement procedures at NSE & BSE.

UNIT VII: Stock markets guidelines on primary & secondary markets.

UNIT VIII: bond and fixed income instruments valuation –bond pricing theorems.

UNIT IX: duration of bond and immunisation of interest risk, term structure of interest rate.

UNIT X: determination of yield curves, valuation of equity and preference shares.

UNIT XI: Dividend capitalisation & CAPM).

UNIT XII: Concept of total risk, factors contributing to total risk.

UNIT XIII: systematic and unsystematic risk, default risk.

UNIT XIV: interest rate risk, market risk, management risk, purchasing power risk.

UNIT XV: Risk & risk aversion.

UNIT XVI: Capital allocation between risky.

UNIT XVII: UNIT risk free assets-Utility analysis.

UNIT XVIII: The market mechanism, testable hypothesis about market efficiency.

UNIT XIX: Implications of efficiency market hypothesis for security analysis and portfolio management.

UNIT XX: Asset pricing theories, CAPM & Arbitrage pricing theories.

Reference Books:

1. Security Analysis and Portfolio Management: By S. Kevin
2. Security analysis and portfolio management: By Donald E. Fischer, Ronald J. Jordan
3. Security Analysis and Portfolio Management: By Ritu Ahuja
4. Portfolio Management (including Security Analysis): (including Security Analysis) : By Dr. G. Ramesh Babu
5. Security Analysis And Portfolio Management: By Ambika Prasad Dash

MBA124B --- Financial Derivatives

UNIT I: Extensions of Black Scholes.

UNIT II: Volatility Smiles and surfaces.

UNIT III: CEV Model, Jump, Diffusion.

UNIT IV: Variance Gamma model.

UNIT V: Stochastic Volatility.

UNIT VI: Lattice based methods.

UNIT VII: Monte Carlo Simulations.

UNIT VIII: Finite Difference Methods.

UNIT IX: Risk measurement- Estimating volatilities and correlations.

UNIT X: EWMA, GARCH.

UNIT XI: Value at Risk and stress testing.

UNIT XII: Caps, Floors, Swaptions.

UNIT XIII: Bond options.

UNIT XIV: HJM and LMM models.

UNIT XV: Mortgage backed securities.

UNIT XVI: Credit VaR, Credit Derivatives- credit indices.

UNIT XVII: Convertible bonds, CDS and CDOs.

UNIT XVIII: Types of Swaps, Weather, Energy and Insurance derivatives.

UNIT XIX: Exotic options, Path Dependant options.

UNIT XX: Real Options.

Reference Books:

1. Financial derivatives: By Robert W. Kolb, James A. Overdahl
2. Financial derivatives: pricing, applications, and mathematics: By Jamil Baz, George Chacko
3. Financial derivatives: By International Monetary Fund
4. Financial derivatives in theory and practice: By Philip James Hunt, J. E. Kennedy
5. Financial Derivatives: By Kumar

Information Technology**MBA116C Information Technology and Management**

UNIT I: Introduction, Information System, Meaning of Information System, Functions of an Information System, Components of Information System, Benefits of Information System, Information System and Business, Information System Resources, Types of Information System.

UNIT II: Transaction Processing System (TPS), Office Automation Systems (OAS), Knowledge Work Systems (KWS), Management Information System (MIS), Decision Support System (DSS), Executive Support Systems (ESS).

UNIT III: Leadership Issues in IT Management, Introduction, What is Leadership, Changing Meaning of Leadership, Conventional Leadership vs. New Meaning of Leadership, What affects Leadership, What is Manager vs. Leader, Manager, Leader, and Leadership in IT Organization.

UNIT IV: Introduction, Strategic Management and Information Technology, Strategic Uses of IT, Operational Effectiveness, Strategic Positioning, Information as a Strategic Asset, How to Manage Information as a Strategic Asset

UNIT V: Information Systems Planning, Introduction, Information System Planning, Goal of Information System Planning, Information Engineering (IE), Value Chain Analysis, Critical Success Factors (CSFs),

UNIT VI: Phases of Organizational SISP Activities, Information System Strategic Planning Stage Information Systems Implementation Stage

UNIT VII: Introductions, Distributed Systems, Features of Distributed Systems, Advantages of Distributed Systems, Disadvantages of Distributed Systems, Distributed Systems Architecture, Client-server Model, Peer-to-peer Model, Security in Distributed Systems Distributed Computing Environment

UNIT VIII: Managing Information Resources I: Hardware and Software, Introduction, Information System, Information Technology Computer, Computer Hardware, Input Devices, Output Devices, Storage Devices, Computer Software, Types of Software

UNIT IX: Managing Information Resources II: Databases and Telecommunication, Introduction Data and Information Data Processing, Different Steps of Data Processing, Concept of Database, Definition of Database,

UNIT X: Manual Database Computerized Database, Database Structure, Centralized and Decentralized Database, Concept of DBMS Features of DBMS, Types of DBMS, Data Warehousing, Data Mart, Data Mining,

UNIT XI: Telecommunication, LAN, WAN, Internet Data Transfer, Mode, Frame Relay, Cell Relay, Asynchronous, Transfer Mode, Wireless Technology, Radio-based System, Cellular Communication, Specialized Wireless Data Systems

UNIT XII: Introduction, Managing the Operations, Managing the Operations of Information Technology, Keeping Pace with the New Purpose and Structure of IT, Satisfying Speed-to-Market Requirement for New

UNIT XIII: Services, Satisfy Customer Relationship, Provide an Enterprise IT Management System, Manage IT Business Value Realize Solutions, Deploy Solutions, Deliver Operational Services, Support IT Service and Solutions Manage IT Assets and Infrastructure

UNIT XIV: Managing System Development, Introduction, System Development, Systems Development Team, Stages in Systems Development Team, Roles and Responsibilities of Systems Development Team,

UNIT XV: Project Manager, Roles and Responsibilities of the Project Manager, System Development Life Cycle Alternative Develop Decision Support Systems and Executive Information Systems

UNIT XVI: Decision Support Systems and Executive Information Systems, Introduction, Concept of DSS Characteristics and Objectives of DSS, Advantages and Limitations of Decision Support System

UNIT XVII: Advantages, Limitations, Levels of Decision Support System, Technology Levels, People Involved, Developmental Approach, Specific DSS, DSS Generator, DSS Tools, Comparison with EDP/MIS, Executive Information System

UNIT XVIII: Introduction, Group Support Systems, Components of GSS, Benefits of GSS, Factors that affect GSS, Information Needs of Groups, Expert System, Components of Expert System, Categorization of Expert System

UNIT XIX: Managing People and Technology, Introduction, Managing People, Managing Technology, Suggested Steps to Benefit from the Use of Technology

UNIT XX: Creating a New Work Environment, Introduction, Concept of Work Environment, Types of Environment the Employee Needs in An Organization, Organizational Redesign, Concept of Learning Organization

Reference Books:-

1. Information Technology for Management: Transforming Organizations in the Digital Economy by Efraim Turban, Ephraim McLean, and James Wetherbe
2. Information Technology Project Management (with Microsoft Project XXOVII CD-ROM) (VIth ed)
 - a. by Kathy Schwalbe
3. Information Technology for Management: Improving Performance in the Digital Economy by Efraim Turban and Linda Volonino

MBA117C --- Database Management System

UNIT I: Introduction, Database Concepts, Database System, Components of Database Systems, Data Hardware, Software , Database Users, Why Database?, Advantages from having Centralized Control of the Data Disadvantages of Database, Data

UNIT II: Independence, Data Models, Basic Concepts, Three Levels of the Architecture, Record-Based Logical Models, Hierarchical Model, Network Model, Relational Model, Object-Based Logical Models, Entity Relationship Model

UNIT III: An Object-Relational Database (ORD), Database Languages, Data Definition Language DDL), Data Manipulation Language, Transaction Storage Management, Primary Storage, Secondary Storage, Database Administrator (DBA), Role of the DBA Overall System Structure

UNIT IV: Entity-Relationship Model, Introduction, Entity and Attributes, Entity Type and Entity Set, Relationship Sets Instances of Entity and Relationship, Relationship between Entity Sets, Mapping Constraints, Keys, Weak Entity Types, E-R Diagrams, Reducing E-R Diagrams to Tables

UNIT V: Introduction, Relational Model Concepts, Domains, Tuples, Attributes and Relations, Relation, Domains and Attributes, Relational Algebra, Traditional Set Operations, The Special Relational Operators, Extended Relational-Algebra Operations, Modification of the Database, Deletion, Insertion, Updating, Views

UNIT VI: STRUCTURES QUERY LANGUAGE, Introduction, Features of SQL, Data Types, Writing SQL ommands SQL Operators, Changing of Column Headings, String Operations: One of the Most Important String Operator is LIKE

UNIT VII: Order by Clause, Duplicates, Aggregate Functions, Creating a Table, Subquery, Test for Empty Relations Derived Relations, Views, Set Operations, Union, Intersect, MINUS

UNIT VIII: Introduction, Integrity Constraints, Domain Constraints, Key Constraint, Entity Integrity, Referential Integrity, Update Operations on Relations, Insert Operation, Delete Operation, Modify Operation, Assertions, Triggers

UNIT IX: RELATIONAL DATABASE DESIGN, Introduction, Relational Database Design, Anomalies in Databases, Redundancy, Update Anomalies, Informal Design Guidelines for Relational Schemas, Relation Attributes Semantics

UNIT X: Redundant Information in Tuples and Update Anomalies, Null Values in Tuples, Functional Dependencies, Normalization First Normal Form (1NF), Second Normal Form (2NF), Third Normal Form (3NF), Boyce-Codd Normal

UNIT XI: Form (BCNF) Multi valued Dependencies, Fourth Normal Form (4NF), Projection-Join Normal Form (Fifth Normal Form), Domain/Key Normal Form (DKNF)

UNIT XII: Introduction, New Database Applications, Traditional Applications, Common Features of 'Traditional' Applications New Applications, Expected Features for New Applications, Object-Oriented Data Model, Object Structure, Object Classes

UNIT XIII: Inheritance, Multiple Inheritance, Object Identity, Object Containment, Object-Oriented Languages, Persistent Programming Languages, Persistence of Objects, Object Identity and Pointers Storage and Access of Persistent Objects Persistent C++ Systems, ODMG C++ Object Definition Language, ODMG C++ Object Manipulation Language

UNIT XIV: OBJECT RELATIONAL DATABASE, Introduction, Advantages of Object Relational Database Disadvantages of Object Relational Database, Nested Relations, Complex Types and Object Orientation

UNIT XV: Structured and Collection Types, Inheritance, Reference Types, Querying with Complex Types Relation-Valued Attributes Path Expressions, Nesting and Un nesting Functions, Creation of Complex Values and Objects

UNIT XVI: Comparison of Object- Oriented and Object-Relational Databases

UNIT XVII: Introductions, Centralized Systems, Client-Server Model, Layered Model, Distributed System, Parallel Databases I/O Parallelism, Interquery Parallelism, Intraquery Parallelism, Interoperation Parallelism, Interoperation Parallelism

UNIT XVIII: DISTRIBUTED DATABASES, Introduction, Distributed Data Storage, Data Fragmentation, Data Replication Data Replication and Fragmentation, Network Transparency, Naming of Data Items – Criteria, Use of Aliases

UNIT XIX: Query Processing in Distributed Databases, Distributed Transaction Model, System Failure Modes, Commit Protocols, Two-Phase Commit, Coordinator Selection, Backup Coordinators, Election Algorithms, Concurrency Control, Locking

UNIT XX: Protocols, Single-Lock-Manager Approach, Distributed Lock Manager, Majority Protocol, Primary Copy, Deadlock Centralized Approach, Multi database System, Unified View of Data, Query Processing, Mediator Systems, Directory Systems

Reference Books:

1. Database Management Systems by Raghu Ramakrishnan and Johannes Gehrke
2. Fundamentals of Database Management Systems by Mark L. Gillenson
3. Distributed Database Management Systems: A Practical Approach by Saeed Rahimi and Frank S. Haug

MBA118C --- System Analysis and Design

UNIT I: Introduction, Term Information System, Significance of Term Information, Significance of Term System System's Characteristics, Water Pollution Control – A Guide to the Use of Water Quality Management Principles, Importance of Integration, Specifying Information

UNIT II: Needs, Information Needed by Management, Office Information Systems, Transaction Processing System, Management Information Systems, Decision Support Systems, Expert Systems, Integrated Information Systems, Concept of an Information System

UNIT III: Roots of the Problems in the Information System Area, Setting up a Framework of Information System Concepts Structure of our Conceptual Framework

UNIT IV: Introduction, Characteristics of a System, Organization, Interaction, Inter-dependence, Integration, Central Objective, Elements of a System, Inputs and Outputs, Processor(s), Control, Feedback, System Environments and Boundaries, Types of a System

UNIT V: Physical or Abstract Systems, Open or Closed Systems, Deterministic or Probabilistic Systems, Man-made Information Systems, System Development Life Cycle, Various Phases of SDLC, Tools for System Development, Approach to System Design and Analysis

UNIT VI: Succeeding as a System Analyst, Information System Building Blocks and Development, Front-office Information Systems, Back-office Information Systems, A Federation of Information Systems, Information System Applications, Information Systems UNIT

UNIT VII: Architecture, High-level Goals of System Owners and System Users, Technology Perspectives of System Designers and System Builders Focuses for Information Systems, Architecture Building Blocks, Main Characteristics of Architecture Blocks, Project

UNIT VIII: Management History of Project Management, Project Management Approaches, Traditional Approach, Critical Chain Project Management Extreme Project Management, Event Chain Methodology, PRINCEII, Process-based Management, Rational Unified Process

UNIT IX: Project Development Stages, Project Control Systems, Project Management Topics, Project Management Framework, Project Control Variables, International Standards

UNIT X: Introduction, System Analysis, Fact-finding Techniques for Requirements Discovery, Fact-finding Requirements Discovery, System Requirement Traditional Methods, Modern Methods, Radical Methods, Modeling System Requirement with Use Case,

UNIT XI: Data Modeling and Analysis, Data Modeling Topics, Data Modeling Process, Modeling Methodologies, Process Modeling, Classification of Process Models, Feasibility Analysis and the System Proposal, Types of Feasibility Studies, The System Proposal

UNIT XII: Object-oriented Analysis and Modeling Using the UML, Object-oriented Systems, Object-oriented Analysis, Object-oriented Design System Design

UNIT XIII: Introduction, Objectives of System Design, Application Architecture and Modeling, Related Work, Derivation of a Combination Model, Using the Architecture Model for Application Design, Analysis of Existing Application Design,

UNIT XIV: Ideal Application Design, Application Design Interfaces, Reduction of Interfacing Requirements by Common Integration Layers Ideal Application Interfacing, Input and Output Design, Objectives of Input Design, Input Stages, Input Media, Database Design Logical and Physical Views of Data, SCHEMA, Types of Database, Levels of Data Independence

UNIT XV: Reasons for Data Independence Object-Oriented Modeling Using UML, History of OOAD Leading to UML, The Unified Modeling Language

UNIT XVI: Development with UML Output Design and Prototyping, Taxonomy for Computer-generated Outputs, Internal Outputs, Implementation Methods for Outputs, Chart Types, Output Design with an Old Style Printer Spacing Chart

UNIT XVII: Modern CASE Tool, Output Design, with a Report Writer Tool, Output Design Guidelines, Output Design Process, User Interface Design, Processes, Current Research

UNIT XVIII: Introduction, System Constructions and Implementation, Software Application Testing, Testing Methods.

UNIT XIX: Testing Processes, Certification, Quality Assurance Certifications, Installations and Documentation, Types of Documentation

UNIT XX: Documentation Tools, System Operations and Support, Organizational Issues in System Implementation, Conducting System Maintenance

Reference Books:

1. Systems Analysis and Design Methods by Jeffrey L. Whitten and Lonnie D. Bentley
2. Systems Analysis and Design by Alan Dennis, Barbara Haley Wixom, and Roberta M. Roth
3. Systems Analysis and Design with UML by Alan Dennis, Barbara Haley Wixom, and David Tegarden

MBA122C --- E-Commerce & IT Enabled Services

UNIT I: Introduction, ?E-commerce, ?Meaning of Electronic Commerce, ?Role of E-commerce, ?Elements of E-commerce.

UNIT II: E-commerce, ?Advantages and Disadvantages of E-commerce, ?E-commerce Classification, E-commerce

UNIT III: Application??Integrating Electronic Commerce, ?E-commerce Framework

UNIT IV: Electronic Commerce and Media Convergence ?Introduction, ?Electronic Commerce and Media Convergence.

UNIT V: Anatomy of E-commerce Applications, ?Key Questions for Management, ?Issues relating to E-commerce

UNIT VI: ?Introduction, ?Meaning of I-WAY, ?Awareness about I-Way, ?Components of the I-Way, network Access Equipment

UNIT VII: Global Information Distribution Networks, ?Public Policy Issues Shaping the I-Way

UNIT VIII: Architectural Framework, ?Introduction, ?Architectural Framework for E-commerce, ?

UNIT IX: World Wide Web (WWW) as the Architecture, Managing a Stateless Protocol–Partitioning Persistent Storage

UNIT X: Graphic Output, Designing for Multiple Languages and for Customization

UNIT XI: Introduction, concept of World Wide Web, Hypertext Publishing, Technology Behind the Web Security and the Web

UNIT XII: Electronic Payment Systems, Introduction, Electronic Payment Systems (EPS), Types of Electronic Payment Systems

UNIT XIII: Digital Token-Based Electronic Payment Systems, Smart Cards and Electronic Payment Systems, Credit Card-Based Electronic

UNIT XIV: Payment Systems, Virtual PIN, DigiCash (or E-cash), Cybercash/Cyber coin, SET (Secure Electronic Transactions), Pay Pal, Millicent Protocol: Small-amount Internet Payments

UNIT XV: Introduction, Risk and Electronic Payment Systems, Designing Electronic Payment Systems, Overview of the Electronic Payment, Technology, Requirements for Internet based Payments.

UNIT XVI: Security Requirements for Online Internet Payments, Authentication

UNIT XVII: Electronic Data Interchange, Introduction, Electronic Data Interchange, EDI Software Implementation, EDI Applications in Business, Legal, Security and Privacy Issue in EDI, EDI and Electronic Commerce

UNIT XVIII: Introduction, IT Act XX00, Laws Related to IT Security, Cyber Laws in India, Law for Data Communication & Protection, Digital Signature, Case Study

UNIT XIX: IT Enabled Services, Introduction, IT enabled Services, IT enabled Services in India, Call Centre

UNIT XX: Computer Telephony Integration, Medical Transcription, Technical writing, Tele-marketing, Types of Telemarketing

Reference Books:

1. e-Patent Strategies for Software, e-Commerce, the Internet, Telecom Services, Financial Services, and Business Methods (with Case Studies and Forecasts) by Stephen C. Glazier
2. India in the Global Software Industry: Innovation, Firm Strategies and Development by Anthony P. D'Costa and E. Sridharan.

MBA123C --- Computer Network & Internet

UNIT I: Introduction, Use of Computer Networks, Network Hardware, Network Software

UNIT II: Goals and Applications of Computer Networks

UNIT III: Introduction, Open Systems Interconnection (OSI) Reference Model,

UNIT IV: TCP/IP Reference Model, Comparison of the OSI and TCP/IP Reference Models, Example Networks

UNIT V: Introduction, IEEE Standards for Local and Metropolitan Area Networks, IEEE VIII0II.II LLC - Logical Link Control Layer, IEEE VIII0II.III Ethernet Technologies

UNIT VI: Ethernet Frame, IEEE VIII0II.IV Token Bus, IEEE VIII0II.V Token Ring

UNIT VII: Internet Protocols

UNIT VIII: Introduction TCP/IP Protocols

UNIT IX: Internet Routing Protocols

UNIT X: Internet Control Message Protocol (ICMP)

UNIT XI: Internet Group Management Protocol (IGMP)

UNIT XII: Introduction, Advantages, Terminology, Designing a Web Page, Web Browsers, Search Engines

UNIT XIII: Internet Applications, Introduction, Domain Name System (DNS), Electronic Mail, Multimedia, MIDI Messages

UNIT XIV: File Transfer Protocol (FTP)

UNIT XV: Simple Mail Transfer Protocol (SMTP), Telnet – Remote Login, Hyper Text Transfer Protocol

UNIT XVI: Introduction, Network Security

UNIT XVII: Data Security, Security Threats

UNIT XVIII: Firewalls

UNIT XIX: Data Encryption.

UNIT XX: Authentication

Reference Books:

1. Computer Networks and Internets (Vth Edition) by Douglas E. Comer
2. Corporate Computer and Network Security (IIInd Edition) by R. R. Panko
3. An Engineering Approach to Computer Networking: ATM Networks, the Internet, and the Telephone Network by Srinivsan Keshav

MBA125C --- Enterprise Resource Planning

UNIT I: Introduction, Meaning and Objectives of ERP, Definitions of ERP, Characteristics of ERP, Components of ERP, Advantages and Disadvantages of ERP, Business Needs, Diffusing Boundaries

UNIT II: ERP Technologies, Evolution of ERP, Existing ERP Systems, Current Scenario, Features of a True ERP, Fundamental Aspects of ERP

UNITIII: Integrated Data Model, Introduction, Integrated Data Model

UNIT IV: Introduction, Financial Accounting, Human Resources, Manufacturing and Logistics, Sales and Distribution, Basic Architectural Concepts, Multi-tier Architecture, ERP Interfaces

UNIT V: ERP vs. Traditional Information Systems, Introduction, Traditional Information System, Latest Trends in ERP, Third Generation ERP, ERP and Mobile Computing, ERP and DSS, ERP and E-business, ERP Security and Control, Comparison of ERP and TIS

UNIT VI: Introductions, Business Process, Definition of Business Engineering, Principles of Business Engineering, Business Process Re-engineering and ERP, Business Re-engineering with Information Technology

UNIT VII: Business Modeling for ERP, Building the Business Model

UNIT VIII: ERP and Competitive Advantage, Introduction, ERP and the Competitive Advantage, ERP Domain, Industrial and Financial Systems

UNIT IX: Selection Criteria for ERP Packages, Introduction, Purchasing of ERP, Selection Process of ERP, Factors to Product ERP

UNIT X: Challenges in Selection of ERP, Next Generation ERP Software, Seven Mantras for the Right Selection

UNIT XI: Introduction, PeopleSoft, SAP R/III, Baan IV, MFG/PRO, IFS/Avalon, Oracle-financial, Survey of Indian ERP Packages Regarding their Coverage, Performance and Cost

UNIT XII: ERP Implementation, Introduction, An Overview of ERP Implementation, ERP Implementation Approaches, ERP Implementation Life-cycle, Role of Consultant, Vendors and Users, Customization Precautions

UNIT XIII: Introduction Guidelines for ERP Implementation, RP Implementation Methodology, RP Post-implementation Options,ERP Audit

UNIT XIV: Basics of Supply Chain Management, Introduction, Defining Supply Chain Management, Supply Chain Management, Order Management, Logistics

UNIT XV: SCM – Basic Principles, Tasks and Competencies, Interfaces and Complexities, Types of Supply Chain

UNIT XVI: Management, Potential Benefits of Supply Chain Management, Possible Obstacles of supply Chain Management, Application Systems Supporting Supply Chain Management

UNIT XVII: Supply Chain Management-engineering, Product Data Management, Sales, Procurement Production, Material Requirement Planning (MRP), Distribution

UNIT XVIII: ERP Case Studies Introduction, ERP Case Study in HRM, ERP Case Study in Finance, ERP Case Study in Production

UNIT XIX: ERP Case Study in Product Database, ERP Case Study in Materials Management

UNIT XX: ERP Case Study in Sales and Distribution

Reference Books:

1. Enterprise Resource Planning by Bret Wagner and Ellen F. Monk
2. Enterprise Resource Planning by Mary Sumner
3. Modern ERP: Select, Implement & Use Today's Advanced Business Systems by Marianne Bradford

MBA116D --- Product and Brand Management

UNIT I: Introduction, The Product Concepts, Product Mix Concepts, Product Classification

UNIT II: PRODUCT PLANNING Introduction, Marketing Plan, Portfolio Analysis

UNIT III: Market Potential and Forecasting, Product Market Strategies

UNIT IV: PRODUCT LIFE CYCLE Introduction, Product Life Cycle: Stages and Corresponding Strategies, Managing across the Product Life Cycle

UNIT V: Introduction, Product Positioning: Concept, Product Differentiation

UNIT VI: Positioning Strategies, Preference Analysis, Benefit Segmentation

UNIT VII: NEW PRODUCTS Introduction, Introducing New Products, New Product Categories, Organisation for Product Management

UNIT VIII: New Product Development Process, Introduction, Steps involved in New Product Development Process

UNIT IX: Concept Screening, Concept Testing

UNIT X: Marketing Strategy Development, Product Development

UNIT XI: Product Use Testing, Test Marketing, Uses of Test arketing, Product Launch

UNIT XII: Designing the Offer , Introduction, Designing the Offer, Perceptual Mapping, Conjoint Analysis

UNIT XIII: Introduction, Price Elasticity of Demand, Costs, Pricing Strategies

UNIT XIV: Concept of Product Testing, Test Marketing and Product Launch

UNIT XV: BRANDING DECISIONS Introduction, Branding, Brand Name, Brand Characteristics, Brand Strategy Decision

UNIT XVI: Brand Image, Brand Identity, Brand Personality, Brand Equity

UNIT XVII: Introduction, Contemporary Dimensions of Brand Building

UNIT XVIII: Brand Licencing and Franchising

UNIT XIX: PACKAGING AND LABELLING Introduction, Packaging, Pricing

UNIT XX: Symbols used on Packages and Labels, Labeling

Reference Books:

1. Product and Brand Management by U.C. Mathur.
2. Product Policy and Brand Management by Chitale A K.
3. Product And Brand Management by P. Sengupta.

MBA117D --- Marketing of Service

UNIT I: Introduction, Growth of Service Sector Economy, Characteristics of the Service Industry, Classification of Service Industries

UNIT II: Services Marketing Triangle, Service Marketing Mix, Quality Gaps Model

UNIT III: Consumer Behaviour In Services, Introduction, Customer Expectation of Service, Buying Situations Faced by the Consumer

UNIT IV: Customer Perception of Service, Understanding Customer Expectation and Perception through Market Research

UNIT V: Introduction, Concept of Relationship Marketing, Benefit of Relationship Marketing, Strategies of Relationship Management, Tools of Relationship Marketing

UNIT VI: MARKET SEGMENTATION AND TARGETING Introduction, Market Segmentation, Market Targeting, Market Positioning

UNIT VII: SERVICE RECOVERY, Introduction, Concept of Service Recovery, Interventions Necessary for Service Recovery, Goal of Service Recovery

UNIT VIII: Maturity, Service Failure, Responses to Service Failures

UNIT IX: Approaches to Service Recovery, Impact of Service Recovery

UNIT X: SERVICE DEVELOPMENT AND DESIGN Introduction, Total Product Concept, Service Product Audit, New Service Types

UNIT XI: Supplementary Services, Developing Positioning Strategy & Positioning Map

UNIT XII: Servicescapes , Introduction, Types of Servicescapes, Servicescape Effects on Behaviour

UNIT XIII: Introduction, Service Blueprint Components, Service Delivery Process in Banks, Effective Service Delivery through Employees

UNIT XIV: Customer Participation in Service Delivery System, Strategies for Effective Delivery through Intermediaries

UNIT XV: Managing Demand and Capacity, Introduction, Managing Demand, Productivity, Managing Capacity or Controlling Supply, Waiting Line Strategy

UNIT XVI: SERVICES MARKETING COMMUNICATION MIX, Introduction, Communication Strategies, Advertising Public Relations, Sales Promotion, Personal Selling, Word of Mouth

UNIT XVII: Introduction, Concept of Value and Price; Meaning of Price, Uses and Objectives of Price, Factors Related to Pricing, Framework for Pricing Decisions in Services, Pricing Approaches, Distortion to Market-Led Pricing Decisions Pricing Strategy

UNIT XVIII: Service Quality And Productivity, Introduction, Quality Gaps, Prescriptions for Closing Quality Gaps

UNIT XIX: Customer Service Function, Introduction, Major Functions, Direct Marketing, Fulfillment Services, Responding Inquiries

UNIT XX: Service Management Trinity, Introduction, Services Management Trinity, Inter-Functional Conflict, Internal Marketing

Reference Books:

1. The marketing of services by Donald W. Cowell.
2. Marketing services: competing through quality by Leonard L. Berry, A. Parasuraman.
3. Services Marketing by M. Surat Kumari, Surat. M.

MBA118D --- Sales and Distribution Management**UNIT I: Introduction To Sales Management**

Introduction, Sales Manager's Duties and Responsibilities, Sales Management—Formulation of Sales Strategy, Different Sales Strategies, Relationship Strategy, Double-Win Strategy, Instant Service, Hard Sell versus Soft Sell Strateg, Integrated Sales Strategies, Client-centered Selling Strategy

UNIT II: Personal Selling And Salesmanship

Introduction, Personal Selling Objectives, Changing Face of Personal Selling, Efficacy of Personal Selling Personal Selling with Respect to Product Strategy Personal Selling and Pricing Decisions Personal Selling and Distribution Personal Selling and Product Promotion

UNIT III: Personal Selling Process Prospecting Pre-approach Presentation and Demonstration ,Handling Objectives Closing the Sale ,Follow Up, Difference between Advertising and Personal Selling, Theories of Personal Selling AIDAS Theory, Right Set of Circumstances Theory, Buying Formula Theory

UNIT IV: Sales Organization

Introduction, Planning Functions Sales Forecasting Sales Budgeting Selling Policy, Administrative Functions Selection of Salesmen Training of Salesmen Control of Salesmen Remuneration of Salesmen, Executive Functions Sales Promotion, Role of Sales Administration, Role of Sales Organisation, Developing a Sales Organisation

UNIT V: Horizontal and Vertical Organisations, Centralised and Decentralised Organisations, Line and Staff Components, Company Size and Organisation, Field Sales Organisation, Geographic Sales Organisation, Product-based Sales Organisation, Customer-based Sales Organisation, Activity/Function-based Organisation, Hybrid Sales Organisation, Team-based Sales Organisation, Coordination

UNIT VI: Sales Forecasting, Quotas And Territory Management, Introduction, Steps in Sales Forecasting, Methods of Sales Forecasting ,Survey Method, Expert Opinion, Market Studies Method, Sales Force Opinion Method

UNIT VII: Statistical Methods, Sales Quotas, Importance of Sales Quotas, Types of Sales Quotas, Territory Management, Why Establish Sales Territories, Factors to be Considered when Designing Territories, Approaches of Sales Forecasting, Assigning to Territories, Sales Forecasting and Global Factors

UNIT VIII: Sales Budgeting and Control, Introduction, Significance of a Sales Budget, Determining Factors of Sales Budget, Sales Control, Types of Sales Control

UNIT IX: Sales Audit ,Aim of the Audit, Auditor's Plans, Credit Control, Steps in Designing a Credit Control System, Determinants of Credit Control, Budgetary Control, Market Share Analysis, Analysis ,Variance Analysis ,Sales Analysis, Sales Cost Analysis

UNIT X: Recruitment And Selection Of Sales Force Introduction, Preparing the Job Description and Specification, Recruitment Sources ,Advertisements ,From Inside — The Organisation's Own Staff, Recruitment Agencies, Educational Institutions, Competitors and other Industries ,Friends and Relatives Previous Staff, Selection of Key Executives from Outside

UNIT XI: Selection Procedure Hiring Profile, Application Scrutiny, Interview, Psychological Testing, Reference Check Physical Examination, Job Offer

UNIT XII: Compensation And Motivation Of Sales Force, Introduction, Attitudes towards a Compensation Plan, Determination of Sales Force and Compensation Objectives, Various Modes of Compensating the Sales Force, Salary, Straight Commission, Target Commission, Bonus, Profit Sharing and Fringe Benefits, Reimbursement of Expenses, Proper Sales Compensation Plan, Change in Compensation Plan, Good Sales Compensation Plan, Motivation to the Sales Force, Sales Career Stages and Motivation, Importance of Motivation Theories for sales Force, Dimensions of Motivation, Model of the Motivation Process, Reasons for Motivating Sales persons, Inherent Nature of Sales Job, Salesperson's Connective Role and Conflicts Due to this Job, Tendency towards Apathy, Maintain a Feeling of Group Identity

UNIT XIII: Introduction, Essentials of Sales Force Monitoring Programme, Principles of Sales Evaluation, Evaluating Performance Standards, Quantitative Criterion, Qualitative Standards, Recording Performance, Field Sales Reports

UNIT XIV: Distribution In Marketing Mix, Introduction, Distribution and Marketing Mix, Physical Distribution and Product Design, Physical Distribution and Pricing, Physical Distribution and Promotion, Setting Distribution Objectives, Developing Physical Network Strategy, Reviewing Distribution Processes, Distribution Cost Control

UNIT XV: Distribution Channels, Introduction, Marketing Intermediaries, Types of Channels, Direct Marketing Channel (or Zero Level), Indirect Marketing Channel, Selection of Distribution Channel, Selection Criteria, Key Issues in Determining Channel Requirement, Manufacturing Strategies, Wholesaler Retailing, Role of Intermediary in Distribution, Dealer and Distribution Network, Vertical Marketing System (VMS), Horizontal Marketing System (HMS)

UNIT XVI: Retailing, Introduction, Importance/Role of Retailing in Marketing Channels, Retailing and Economic Utility, Retailing Functions in Distribution, Relationship between Retailers and Suppliers, Evolution of Retailing, Theories of Retailing, Wheel of Retailing, Dialectic Process, Retail Life Cycle, Types of Retailer Supermarkets Discount Store, Department Stores Specialty Retail Stores, Category Killers, Shopping Malls, Chains, Non-store Retailing, Retail Management Strategy, Target Market, Merchandise Variety and Assortment, Image and Atmospheric, Services, Price and Promotion

UNIT XVII: Introduction, Role of Wholesaling Classification of Wholesaler, Merchant Wholesalers, Agent Wholesalers, Manufacturer's Sales Branches and Sales Offices, Selecting Wholesalers, Strategic Management of Wholesalers

UNIT XVIII: Managing Channel Members, Introduction, Channel Selection and Training, Motivating Intermediaries, Performance Evaluation of Intermediaries, Channel Modification, Channel Conflict, Types of Conflict Causes of Conflict, Intensity of Conflict, Managing the Channel Conflict

UNIT XIX: Supply Chain And Logistics Management, Introduction, Objectives of Supply Chain and Logistics Management Meeting Customer Service Requirements, Minimising Total Distribution Costs, Curtailing Time-cycle, Order Processing, Transportation, Road Transport Water Transport, Air, Just-in-time (JIT) Transport Management, Inventory Management, Level Bin Card System, Stores Ledger, ABC Analysis, VED analysis, Just-in-time (JIT) Inventory Management, XYZ Analysis, FSN Analysis, Analysis, HML Analysis SDE Analysis, GOLF Analysis, Economic Order Quantity (EOQ), Warehousing, Types of Warehouses, Factors Affecting Warehousing Choice, Materials Handling Equipments, Managing Physical Distribution

UNIT XX: Role Of Internet And Edp In Supply Chain Management, Introduction, Benefits of EDI, Working of EDI, Practicability of EDI in Supply Chain, Internet as a Medium for Order Processing and Information

Reference Books:

1. Sales and Distribution Management by S.L. Gupta.
2. Sales and Distribution Management: An Indian Perspective by Pingali Venugopal.
3. Sales and Distribution Management: Text and Cases by Krishna K Havaladar Vasant M Cavale.

MBA122D --- Advertising and Sales Promotion

UNIT I: Introduction, External and Internal Flow of Communication, External Flow, Internal Flow, Steps in Communication Process, Different Types of Communication Systems, Interpersonal Communication, Impersonal Communication, Integrated Marketing Communications, Persuasive Communication

UNIT II: Promotion Mix

Introduction, Meaning and Nature of Promotion Mix, Components of Promotion Mix, Advertising, Personal Selling, Publicity, Direct Marketing, Benefits of Promotion

UNIT III: Introduction To Advertising

Introduction, Meaning and Nature of Advertising, Objectives of Advertising, Importance of Advertising, Classification of Advertisement, Consumer Advertising, Advertising to Business and Professions, Non-Product Advertising, Organisation of Advertising Department

UNIT IV: Introduction, Economic Effects, Effect on the Value of Products or Services, Effect on Prices, Effect on Consumer Demand and Consumer Choice, Effects on Competition, Social Effects, Stereotyping in Advertising, Ethical Issues, Advertising Principles of American Advertising Federation

UNIT V: Advertising Agency Management

Introduction, Client or Advertiser's Role in Organising for Advertising, Centralised System, Decentralised System, In-house Advertising Agency, Advertising Agency, How Advertising Agencies Developed, Full-Service Agencies, Agency Structures, Other Types of Agencies, Agency Compensation, Agency Evaluation, How the Agencies Acquire New Clients, Client-Agency Relationship

UNIT VI: Advertising Campaign

Introduction, Planning and Managing Advertising, Appraisal of Advertising Opportunity, Analyse and Define Target Market, Set Advertising Objectives, Determine Advertising Budget, Decide Media and Creative Strategy, Create Adds, Pre-test, and Release Adds, Evaluate Final Results (post-testing)

UNIT VII: Advertising Budget, Approaches to Budgeting, Factors Affecting Allocation of Advertising Budget, Marketing Strategies, Market Segmentation, Bases for Market Segmentation, Brand Positioning, Developing a Positioning Strategy

UNIT VIII: Introduction, Types of Media, Market Analysis and Identifying the Target Market, Market Analysis, Establishing Media Objectives, Developing and Implementing Media Strategies, Media Mix and Target Market Coverage, Geographic Coverage, Scheduling, Media Reach and Frequency, Media Rating, Qualitative Aspects of Media Vehicle Source, Determining the Relative Cost of Media, Evaluation and Follow up, Media Characteristics

UNIT IX: Media Evaluation, Introduction, Television, Advantages, Limitations, Buying TV Time, Buying Network Time, Up-front Buys, Spot Television, Syndication, Sponsorship, Participation, Time Period and Programme Selection, Cable Television, Audience Measures, Radio, Advantages, Limitations, FM Radio Channels

UNIT X: Newspapers, Classification of Newspapers, Different Types of Newspaper Advertising, Advantages, Limitations, Purchasing Newspaper Space, Magazines, Consumer Magazines, Business Publications, Advantages, Limitations, Magazine Elements, Circulation and Readership, Buying Magazine Space

UNIT XI: Outdoor Media, Advantages, Limitations, Present State of Outdoor Media, Cinema and Videos, Advantages and Limitations of Cinema and Video Advertising

UNIT XII: Introduction, Creativity, Styles of Thinking, Planning Creative Strategy, Copywriting, Copywriters, Guidelines for Copywriting, Copywriting or Print Advertising, Copywriting for Broadcast Media, Advertising Visualisation and Design, Advertising Layout Strategy

UNIT XIII: Evaluation of Advertisement,Introduction, Basic Approach for Testing Advertising Effectiveness, Pre-testing (also known as Evaluative Research) Methods, Post-testing methods, Essentials of Effective Testing

UNIT XIV: Introduction, Definitions of Sales Promotion, Features of Sales Promotion, Difference Between Sales Promotion and Other Promotion Mix Elements, "Pull" and "Push" Strategies, Consumer Promotion, Trade Promotions, Promotions for Sales Force

UNIT XV: Objectives of Sales Promotion,Introduction, Nature of Sales Promotion Objectives, Important Objectives of Sales Promotion, Increase in Sales Volume, Launch New Products and Increase Trial, Encourage Repeat Purchase, To Block Competitor's Moves, Encourage Dealers to Participate in Display and Sales Contest, Deflect Customers' Attention from Price, To Supplement Advertising and Personal Selling Efforts

UNIT XVI: Introduction, Price Deals, Price Discount, Advantages, Disadvantages, Price-Packs, Advantages Disadvantages, Refunds and Rebates, Advantages Disadvantages Couponso Coupon Distributiono Direct to Consumero Media Distributedo Product Distributed, Coupons can be Used to Serve Many Objectives, Advantages Disadvantages

UNIT XVII: Contests and Sweepstakes, Advantages, Disadvantages, Premiums, In-pack, On-pack and Container Premiums, Free-in-mail Premiums, Self-liquidating Premiums, Product

UNIT XVIII: Sampling, Advantages, Disadvantages, Continuity Plans, Advantages, Disadvantages, Trade Coupons, Advantages, Disadvantages, Trade Allowances and Deals, Important Trade Allowances and Deals, Advantages, Disadvantages, Exchange or Buyback Offers, Advantages, Disadvantages, Displays, Trade Fairs and Event Sponsorship, Aesthetic Principles of Display, Types of Displays, Trade Fairs, Event sponsorship

UNIT XIX: PLANNING, CONTROL AND EVALUATION OF SALES PROMOTION, Introduction, Promotion Choice, Immediate Value Offer vs. Delayed Value Offer, Price-cut vs Extra Value Offer, Product Choice, Choice of Market Areas, Promotion Timing, Duration and Frequency, Rate of Discount,

UNIT XX: Terms and Conditions, Protection from Competition, Sales Promotion Planning Guidelines, Characteristics of Successful Sales Promotion, Sales Promotion Evaluation

Reference Books:

1. Advertising & Sales Promotion by Kazmi.
2. Advertising and sales promotion strategy by Gerard J. Tellis.
3. Advertising and sales promotion by International Fertilizer Development Center, Ram S. Giroti, Philippines. Fertilizer and Pesticide Authority.

MBA123D --- Industrial Marketing

UNIT I: Introduction, Services Economy, Evolution and Growth of Service Sector, The Three Waves, Manufacturing – Money, Professionalism, Recognition, Theodore Levitt's Total Product Concept, Nature and Scope of Services, Nature of Services, Scope of the Service Industry

UNIT II: Classification and Characteristics of Services

Introduction, Classification of Service Industries, End-user, Degree of Tangibility - The Product-Service Continuum, People-based Services, Expertise, Orientation towards Profit, Characteristics of the Service Industry, Intangibility, Perishability, Variability or Non-standardization or Heterogeneity, Inseparability

UNIT III: Services Marketing

Introduction, Service Market Potential, Spotlight on the Domestic IT Services Market Opportunity, Export Market Potential for Services, Expanded Marketing Mix for Services, Product, Pricing, Placement, Promotion, People, Physical Evidence, Process

UNIT IV: Service Quality

Introduction, Meaning and Definition of Service Quality, Gap Model for Service Quality, Customer Gap, Provider Gap, Service Quality and Service Marketing, Servqual Dimensions, David A. Garvin, A Parasuraman et al, Cycle of Capability, Other Methods of Achieving Service Quality

UNIT V: Introduction, Reasons for an Assessment of Marketing Opportunities, Elements of Research of Marketing Opportunities, Methodologies of Research for Marketing Opportunity, Assessment of the Competition, How can Marketing Researchers Help, Assessment of the Competition, Image

UNIT VI: Research, Assessing Corporate Satisfaction, Advantages of Assessing Corporate Satisfaction, Model of Measuring Corporate Satisfaction, Phases of Researching Corporate Satisfaction, Pricing Research

UNIT VII: Consumer Behaviour in Services Introduction

Customer Expectation of Service, Watch for Changes, What does the Customer Buy, Customer Behaviour Specific to Usage of Services, Lumpy Service with a Smile, When they Buy, A Wait State, A Service Standard for Waiting at the Gate

UNIT VIII: The Best Laid Plans, Customer Expectation of Service, External Factors, Internal Factors, Understanding Customer Expectation and Perception through Market Research

UNIT IX: Service Market Segmentation and Targeting Introduction, Market Segmentation, Requirements for Effective Segmentation, Uses for Segmenting the Service Consumer, How to Segment the Market, Market Targeting, Market Positioning

UNIT X: Introduction, Theodore Levitt's Total Product Concept, Core Product, Formal Product (or the Actual Product), Augmented Product (or the Extended Product), Levels of Service Product, Service Product Life Cycle, Marketing Responses to the PLC, PLC as a Critical Tool – Utilities and Limitations, New Service Development, Idea Generation, Idea Screening, Concept Development and Testing, Business Analysis, Product Development and Testing, Test Marketing

UNIT XI: Service Blueprinting Introduction, Service Blueprint Components, Why Blueprinting, Steps in Designing a Blueprint, Fail Points, Operations Blueprint

UNIT XII: Physical Evidence and Servicescape Introduction, Meaning of Servicescapes, Types of Servicescapes, Servicescape Effects on Behaviour, Cognitive Responses, Emotional Responses, Physiological Responses, Conclusion, Findings, Senses, Signs, Symbols and other Visual Clues, Implications for Leadership, Plus or Minus, Positioning through Environment

UNIT XIII: Service Positioning Introduction, Competitive Differentiation, Process of Market Positioning, Identify Key Product Characteristics, Developing Positioning Map, Decide on a Competitive Strategy, Design Product Attributes and Associated Imagery, Sustain Competitive Advantage

UNIT XIV: Introduction, Concept of Value and Price; Meaning of Price, Uses and Objectives of Price, Organizational Objectives through Pricing, Profit or Income Related Objectives, Volume or Sales Related Objectives, Status-quo Oriented Objectives, Society Oriented Objectives, Factors Related to Pricing, Factors Contributing to Price Sensitivity

UNIT XV: Framework for Pricing Decisions in Services, Pricing Methods, Cost as a Basis for Pricing, Competitor-based Pricing, Demand-based Pricing, Specific Issues Related to Pricing, Pricing Strategy, Price Skimming Strategy, Service Portfolio Pricing, Tactical Pricing, Pricing Strategies for Public Sector Services, Internal Market Pricing

UNIT XVI: Introduction, Effective Service Delivery through Employees, Customer Participation in Service Delivery System, Managing Consumer Participation in the Service Delivery Process, How can a Service Marketer Persuade a Customer to have Participation in the Service, Delivery Process, Managing Consumer Waiting Periods, Dealing with Difficult Customers, Strategies for Effective Delivery through Intermediaries, People in Services, Service Process, Distributing Services, Direct Distribution, Distribution Channel, Channel Functions, Channels Selection, Specifying the Role of Distribution, Selecting the Type of Channel, Determining the Intensity of Distribution, Choosing Specific Intermediaries, Multiple Channels, Factors Affecting Choice of Channel, Impact of Information Technology on Service

UNIT XVII: Delivery, Designing Communication Mix for Promoting Services, Comprehensive Communication Programme and Model, Guidelines for Services Communication, Advertising, Selection of Media, Public Relations, Building Service Customer Relationship and Service Recovery, Concept of Service Recovery, Goal of Service Recovery, Stages of Service Recovery Maturity, Service Failure, Approaches to Service Recovery Impact of Service Recovery, Role of Internal Marketing in Service Delivery

UNIT XVIII: Marketing Strategies for Different Services, Introduction, Marketing Strategies for Health Care Services, Promotion, Appearance, Marketing Strategies for Hospitality Services, E-mail Marketing for Hospitality Services, Advertising Strategies for Hospitality Services, Marketing Strategies for Tourism, Objectives, Environment Analysis, Business and Community Profiles, Market Segmentation, Marketing Objectives for each Segment, Marketing Strategy (Mix), Marketing Budget, Implementation Evaluation, Conclusion, Marketing Strategy for Logistic Services, Marketing Strategy for Financial Services, Marketing Tips for Financial Products, New Trends, Multi-channel Distribution System, Marketing Strategy for IT Services, Education, Market Selection Approaches, Mass Marketing, Target Marketing, Transactional Marketing, Relationship Marketing, conclusion, Entertainment, E-mail Marketing for Entertainment, Public Utility Services, Different Pricing of Public Utility Services, Different types of Economics, New Set of Utility Management, Structural Separation: The Most Effective Remedy

UNIT XIX: Introduction to Industrial Selling, Introduction, Nature and characteristics of Industrial Goods, Classification of Industrial Goods, Procedures in Buying Industrial Goods, Straight Rebuy, Modified Rebuy, New Buy, Organizational Buyer's Decision Process, Role of Services in Industrial Selling

UNIT XX: Policies and Procedures of Industrial Selling

Introduction, Industrial Sales Policies, Procedures in Buying Industrial Goods, Competitive Tendering, Bidding Process, Non-tender Purchasing, Developing a Sales Strategy/Solution Selling/Technical Selling, From Cannon Fodder to Preferred Tenderer, Internet and Industrial Selling, Sales Force Activities and Marketing Strategies in Industrial Firms, Terms and Conditions of Sale, Handling Complaints, Answering the Call, Building Confidence, Do's and Don'ts for Dealing with Customers

Reference Books:

1. Industrial Marketing Strategy by Frederick E. Webster
2. Industrial marketing: text and cases by Krishna K. Havaladar

MBA125D --- International Marketing

UNIT I: Introduction, Meaning of International Marketing, Scope of International Marketing

UNIT II: Difference Between Domestic & International Marketing

UNIT III: Direction of Indian Exports, Composition of Indian Exports

UNIT IV: international marketing process, Introduction, International Marketing Tactics, Reasons of Entering Export Marketing, Organisation of an Export Department

UNIT V: Introduction, A Brief Description of EXIM Policy of India, Export Promotion Organization, Export Incentives

UNIT VI: INTERNATIONAL ECONOMIC ENVIRONMENT, Introduction, Globalisation, Tariff and Non-tariff Barriers, World Trade Organisation (WTO)

UNIT VII: Regional Trading Blocks, International Monetary System

UNIT VIII: Introduction, Producing for Exports, Export Quality Control

UNIT IX: Recognition to Inspection Agencies, Export Finance, Shipment and Procedure Thereof

UNIT X: Introduction, Export Documentation Requirements in India

UNIT XI: Bill of Lading/Airway Bill/Combined Transport document

UNIT XII: Processing of an Export Order, Organisation & Structure of Export & Import Houses

UNIT XIII: Introduction, The selection of Export Market, Planning and Strategy of Export Marketing

UNIT XIV: Product Planning, Export Pricing, Export Promotion, International Distribution Channel

UNIT XV: Introduction, The Scope of International Marketing Research, Research of Industry

UNIT XVI: Market Characteristics and Market Trends, The International Marketing Research Process

UNIT XVII: Market Analysis, Market Description I) Size of Potential Market for your product in your selected country II) Profile of the prospective BUYERS of your product in your selected country III) Consumption characteristics How do they buy, When, Where, Why(motives),IV) Market trends for this or related products (Note: show a time analysis of demand for your category of product or purchase/consumption data that might somehow be correlated to the sale and consumption of your product). V) Relevant data on Communications and Transportation Data .

UNIT XVIII: Operational Plan- Marketing Orientation I. Market Penetration Strategy a. International, regional, global; Globalization vs. Localization b. Exporting, Licensing, Contract manufacturing, Franchising, multi-national sourcing, etc.

UNIT XIX: Promotion (Outline your promotional plan – include catalogue shows, trade missions, trade center shows, trade fairs, print media, TV, radio, direct mail, outdoor ads, personal selling, or whatever is relevant to the promotion of your product).

UNIT XX: Distribution (Agents and intermediaries; Distribution Channels and Physical Distribution, forwarders, shippers, banks, import agents, distributors, sales offices and branches, salesmen, sales agents, manufacturers agents .. WHATEVER IS RELEVANT).

Reference Books:

1. Marketing Management: Text and Cases by David L. Loudon, Robert E. Stevens, Bruce Wren.
2. Marketing – Management Author Philip Kotler.
3. Marketing Management 4E by Saxena.

MBA116E --- Retail Operations Management

UNIT I: Introduction, What is Retail, Functions of a Retailer, Anticipates Customer Wants, Stocks Product Assortment, Acquires Market Information, Finances the Retail Business, Marketing-Retail Equation, Rise of the Retailer, Large and Increasing Contribution of GDP, Major Employer, Retailers as Gatekeepers, Retailers Diversifying their Activities, Organizations Growing on an International Scale, Grow on Cost Perspective Proximity to Consumer/Customer, Proximity Retailing, Location, Destination Retailing is based on Drawing Consumers to Travel to a Store, Rise of Consumerism, Reasons, How Retailers Handle Customer Privacy through Consumer Oriented Approach, Community Relations, Green Marketing, Need for More Protection of

UNIT II: Children Global Retail Market, Prime Factors at Play International Retail Competition, Global Retail Market–Challenges and Opportunities, Challenges and Opportunities in Global Marketing

UNIT III: Introduction, Consumer Empowerment-Expand the Role of the CMO, Adopt a Customer-centric Approach, Reshape the Planning Process Technology Enabled Effectiveness-, Integrated Systems and Networking, Electronic Data Interchange, Bar Coding, Electronic Article Surveillance, Electronic Shelf Labels Evolution of Retailing in India, Story of Retail Revolution, One Stop Shopping, Supermarket Revolution, Pleasure of Self-service Concept, Globalization of Retailing, Size of the Operations, Drivers of Retail Changes in India, Emergence of Young Earning in India-, Role of Media to Make

UNIT IV: Awareness of Products, Changing Life Styles, Family Structure or Size, Rise of Consumerism, Size of Retail in India-, Clothing in India, Fashion Retail in India, Fashion Drives Retail Boom-Present Scenario, Books and Music Communication Accessories,

UNIT V: Food and Food Services, Food Services, Food Services-supply Chains, Other merging Sectors, Jewellery Retail, Foot Wear Retail, Time Wear Retail, Foreign Direct investment in Retail, Effect of FDI on Economy, Challenges to Retail Development in india, Threat of New Entrants, Threat of Substitutes, Bargaining Power of Suppliers, bargaining Power of Buyers, Intensity of Rivalry

UNIT VI: Introduction, What is a Retail Format, Evolution of Retail Format-, Social Development and their Impact, Industrial Revolution, Emergence of Self-service

UNIT VII: Development of Super Markets and Convenience Stores-, Rise of the Web Theories of Retail Development, Environmental Theory, Cyclical Theory, Conflict Theory Concept of Life Cycle in Retail- Introduction, Growth, Maturity, Decline, Success Stories

UNIT VIII: Introduction, Business Models in Retail- Business Modeling Classification of Retail Formats, Store based Retailing, Merchandise Offered, Non-store–Retailing, Service Retailing, Brand Management-Strategic Brand Management

UNIT IX: Customer Relationship Management, Introduction, What is CRM, Customers First, Redefining Functional Roles, Re-engineering Work Processes, Technology, What is the Goal of CRM, Misconception, Definition of CRM-, CRM and its Components, People Management, Lead Management, Sales Force Automation, Customer Service, Marketing, Work Flow Automation, Business Reporting, Analytics, Concept of CRM,

UNIT X: Customer Life Cycle (CLC) and CRM-Definition of CLC, Importance of Customer Life Cycle in CRM, Recent Improvements BIIB CRM, Optimizing Internal Processes, BIIB CRM in IT Sector

UNIT XI: Objectives of CRM, Increase in Customer Service, Increasing Efficiency, Lowering Operating Costs, Aiding the Marketing Department, Questions to ask while Establishing CRM Goals, Goals of CRM, Secrets of Failure, Organizational Change, Metrics to Measure Success

UNIT XII: Deciding Who Should Lead the CRM Functions, Introduction, Who Should Lead the CRM Functions, Customer Services, Managing the Quality Process of Customer Service, CRM-based Marketing and Sales, Marketing, Sales, Product support, Channel and other Partners, CRM Planning, Working as a Team, Tracking the Customer Life Cycle, Using Web Personalization to Tell the Right Story, Using Personalized E-mail Marketing to Increase Frequency, Using Sales Automation to Close Profitable Sales,

UNIT XIII: Getting Started, Selecting a CRM Solution, Vendor Solution Matrix, Representative CRM Vendors, Defining CRM Concepts, Customer Life Cycle, CRM Building, Training Employees, Developing, Motivating and Managing your People, Turn Every Interaction into an Opportunity, Establishing Effective Service Delivery Processes, Building in Continuous Improvement, Ensuring Managers are the Key Change-Agents

UNIT XIV: Service Management and Operations, Introduction, What is Service Operation, Characteristics of Services: Intangibility, Heterogeneity, Inseparability, perishability Classifying Service Firms, Equipment-based Services, People-based Services, Services and Manufacturing, Location and Layout in Services: Fixed-position Layout, Process Layouts, Benchmarking: Performance Measurement, Levels of Benchmarking, Types of Comparisons in Benchmarking, Steps to Benchmarking, Benchmarking in the Federal Public Service, Service Strategy, Service Gaps, Strategies to Improve the Customer Service Delivery Service Design, Design Strategy

UNIT XV: Management Service Operations, Introduction, Essential Ingredients for Quality Service, Top-management Commitment, Service Process Design, Service Quality Monitoring, Customer Feedback, Employee Focus, Service Facility Location, Serving Homogeneous Customers with one Facility

UNIT XVI: Managing Service Operations, Supply Relationship Vehicle Routing: Vehicle Tracking and Dispatch, Route Analysis, Warehouse Operations, Facilities and Depot Management, Routing and Scheduling

UNIT XVII: Marketing Channel Systems, Introduction, Concept of Channel: Tasks of Marketing Channels, Functions of Channel Intermediaries, Reconciling the Needs of Producers and Customers, Improve Efficiency by Reducing the Number of Transactions and Creating, Bulk for Transportation, Improved Accessibility, Providing Specialist Service, Importance of Channels: Channel Participants, Manufacturers, Key Issues in Determining Channel Requirement: Product Proliferation, Strategies being used by the Executives to Cope in the Dynamic Environment, Total Quality Initiatives Manufacturing Strategies: Wholesaler, Consumer Channels, Market Channel

UNIT XVIII: Environment: Types of Channel Competition, Channel Behaviour Process developing the Marketing Channel-Design: Channel Design, Establishing the Channel Objectives, Identifying the Major Channel Alternatives, Types of Intermediaries, Number of Intermediaries, Terms and Responsibilities of Channel Members, Evaluating the Channel Alternatives, Economic Criteria, Control Criteria, Adaptive Criteria Selecting Channel Members/Channel Strategy, Channel Selection, Motivating Channel Members, Evaluating Channel Members, Modifying Channel Arrangements

UNIT XIX: Brand Management – Positioning and Repositioning, Introduction, Brand Management, Creating the Promise, Making the Promise, Keeping the Promise, Objectives of Brand: Information, Differentiation, Seduction, Tools for Differentiation of Brand Management, An Emotional as well as Real Offer, A Feeling of Community

UNIT XX: Values within the Customer, Market Communication goes Further, Obsession with Small Details, Understanding a Brand, Types of Brands, Manufacturer Brands, Own Label or Distributor or Store Brands, Positioning of a Brand:, Positioning, Pit Falls in Positioning, Repositioning, Franchising:, What is Franchising, Why should a Company Franchise, Why become a Franchisee, Present-day Franchising, How the Franchise orks,

Reference Books:

1. Retail Operations Management by Donald Harris and David Walters
2. The Retail Value Chain by Sami Finne and Hanna Sivonen

MBA117E --- Customer Relationship Management

UNIT I: Introduction, Meaning of CRM, Goals of CRM, Significance of CRM, Benefits of CRM to Organisation, Cost of CRM to Organisation, Benefits of CRM to Customers,

UNIT II: Cost of CRM to Customers, Decisions of CRM, Types of CRM Programs, CRM Marketing Initiatives

UNIT III: Crm: An Enterprise-Wide View, Introduction, Crafting a Enterprise-wide Strategy an Enterprise-wide CRM Vision, Benefits of Enterprise-wide CRM, CRM Strategy,

UNIT IV: CRM Planning, CRM Process, CRM Structure

UNIT V: Crm: Strategy, Planning, Process And Structure, Introduction, CRM Strategy, CRM Planning, CRM Process, CRM Structure

UNIT VI: Introduction, Customer Acquisition, Some Key Concepts, Customer Acquisition

UNIT VII: Strategy, Customer Acquisition Cost, Customer Acquisition Management,

UNIT VIII: Customer Retention, Trends in Customer Retention, Keys for Customer Retention, Customer

UNIT IX: Retention Strategy, Levels of Customer Retention Strategy, CRM and Customer Retention, Costs and Difficulties of Customer Retention Programs

UNIT X: How to Overcome these Hurdles, Strategies for Successful Online Retention Programs

UNIT XI: Introduction, CRM vs. CMM, Keys to Successful CRM Implementation

UNIT XII: Objectives for CRM Measurement, Factors Making CRM Measurement

UNIT XIII Complex, CRM Measurement Frameworks, Leading Indicator measurements, Implementing CRM

UNIT XIV: Measurements, Attributes of a CRM Measurement Framework, Building a Composite Measurement Framework, Customer Lifetime Value, Customer Equity

UNIT XV: Introduction, Concept of Sales Force Automation, Sales Force Automation Solution

UNIT XVI: Experience CRM Success, Sales Force Automation Solution

UNIT XVII: Introduction, BIIC CRM, Difference between CRM in BIIB and CRM in BIIC Markets, Implementation of CRM in BIIB, CRM

UNIT XVIII: Techniques for BIIB Marketers, Customer Events and Experiential Marketing, **UNIT XIX** Importance of Implementing CRM in BIIB Market

UNIT XX: Current Trends, Issues And Challenges In Crm, Introduction, Current Trends, Issues in CRM, Challenges in CRM, Reasons for CRM Failure- Practical Steps for Achieving CRM Success

Reference Books:

1. Customer Relationship Management by Francis Buttle
2. Customer Relationship Management by V. Kumar and Werner Reinartz

MBA118E --- Retail Branding and Strategy

UNIT I: Definition, Why are brands so important, Brand loyalty, The branding cycle, The brand franchise

UNIT II: Brand stretching, Brands as financial assets, The growth in own-label brands, Corporate brands, Global brands, Brand management and the future.

UNIT III: Definition of Retail Market Strategy, target market, sustainable competitive advantage, retail format.

UNIT IV: Retailing concept, retail strategy, Customer Loyalty, Retail Brands

UNIT V: Positioning, retail brand, definition of Positioning, perceptual map.

UNIT VI: Introduction, data warehouse, Location, Human Resource Management

UNIT VII: Distribution and Information Systems, Unique Merchandise, private-label brands, Vendor Relations, Customer Service, Multiple Sources of Advantage.

UNIT VIII: Market Penetration, Cross-selling, Market Expansion, Retail Format

UNIT IX: Development, Diversification, Related versus unrelated diversification, related diversification opportunity, Retention Strategy, Levels of Customer Retention Strategy, CRM and Customer Retention, Costs and Difficulties of Customer Retention Programs

UNIT X: How to Overcome these Hurdles, Strategies for Successful Online Retention Programs

UNIT XI: Introduction, CRM vs. CMM, Keys to Successful CRM Implementation

UNIT XII: Objectives for CRM Measurement, Factors Making CRM Measurement

UNIT XIII: Complex, CRM Measurement Frameworks, Leading Indicator measurements, Implementing CRM

UNIT XIV: Measurements, Attributes of a CRM Measurement Framework, Building a Composite Measurement Framework, Customer Lifetime Value, Customer Equity

UNIT XV: Sales Force Automation, Introduction, Concept of Sales Force Automation, Sales Force Automation Solution

UNIT XVI: Experience CRM Success, Sales Force Automation Solution

UNIT XVII: Introduction, BIIC CRM, Difference between CRM in BIIB and CRM in BIIC Markets, Implementation of CRM in BIIB, CRM

UNIT XVIII: Techniques for BIIB Marketers, Customer Events and Experiential Marketing, **UNIT XIX** Importance of Implementing CRM in BIIB Market

UNIT XX: Current Trends, Issues And Challenges In Crm, Introduction, Current Trends, Issues in CRM, Challenges in CRM, Reasons for CRM Failure- Practical Steps for Achieving CRM Success

Reference Books:

1. The Power of Retail Branding by Arthur A. Winters, Peggy Fincher Winters, and Carole Paul
2. The Brand Marketing Book by Joe Marconi

MBA122E --- Mall Management and Risk Management

UNIT I: Introduction, Trends in global retailing, India and global development retail index, The motivations for international expansion, Global overview of malls, Largest shopping malls, Classes of malls, Mall Management in India

UNIT II: Understanding Various Dimensions of Mall, Management, Positioning a Mall, Promotions and Marketing, Indian Scenario for Mall Management, Indian Scenario for Mall Management

UNIT III: Introduction To Malls, Introduction, Types Of Malls, Mall Mechanics, India and Other Asian Countries Malls Structural Differences, Win Win Arrangement For Retailers And Consumers, Mall Management Strategies, Challenges Of Mall Management In India, Mall Space Supply, Rising Scene Of Mall Management In India, Sorting Out Problems Of Mall Management

UNIT IV: Introduction, Market Analysis, Site Specific Evaluation, Opportunity-Driven Site Selections, Site Design, Site Entrance Building Design, Site Amenities, Mall Managers Checklist To Atmospherics, Design Pre-Operational Stage – Role Of Brokers, Factors

UNIT V: Influencing Retailer, Choice Of Location, Types Of Location Site And Retail, Retail Location Strategies, Sharing And Shining

UNIT VI: Understanding Commercial Lease And Tenant Mix, Introduction, Lease, Residential and Commercial Lease, Types of Tenancies, Perfecting the Tenant Mix, Avoiding Tenant Mix Problems in Shopping Center Lease, Tenant Strategy, Concept of Tenant Mix, Issues Considered In Evolving Tenant Mix, Ground Rules of Tenant Mix Contract

UNIT VII: Introduction, Marketing Plan, Detailed Plans and Programmes, Content of the Marketing Plan, Measurement of Progress, Performance Analysis, Use of Marketing Plans, Budgets as Managerial Tools, Consumer Behavior

UNIT VIII: Market Segmentation, Selecting the Market Segment, Market Targeting, Promotion And Integrated Marketing communication, Marketing Research, International Marketing Research Process, Process Of Marketing Research.

UNIT IX: Branding A Mall, Introduction, Brand Management, The Psychology Of Branding, Why Brand, Building A Brand Today, Generally Accepted Essential Characteristics Of Any Successful Corporate Branding Program, Understanding Retail Branding: Conceptual Insights And Research Priorities, Retailers As Brands, The Dimensions Of Retailer Image, Access, Store Atmosphere, Price And Promotion, Cross-Category Assortment, Within-Category Assortment, Brand Assortment, Private Labels

UNIT X: The Impact Of Manufacturer Brands On Private Label Success, Role of Private Labels In Building Retailer Brand Equity, Measuring Retailer Brand Equity, What Are Shopping Center Companies Seeking To Establish In The Consumer's Mind,

UNIT XI: Some Examples of Shopping Center Branding, Co-Branding, Does Mall Branding Make Sense, Does the Customer Care

UNIT XII: Introduction, Shopping center, Types of Shopping Centers, Evolution of the Shopping center, Historical Perspective of Shopping Centers, Entertainment Center,

UNIT XIII: Trend of Entertainment in Malls, Small Players Cash In On Mall Entertainment: Views of Business Personalities, Entertainment Planning, Dimensions of Customer Attributes, Dimensions of Travel Attributes

UNIT XIV: Introduction, Benefits Of Effective HRM In Retail, Measurement Of Employee Productivity, Six Factor Model To Enhance Productivity, Retail Organization Designs And Structures, Developing Employees Skills, Commitment And Motivating Them

UNIT XV: Investing In Human Capital, Concept Of Productivity, Factors To Increase Productivity, Message Of Geeta For Work Commitment And Motivation Of Human Resource, Hr Factor In Retail: Largely Ignored

UNIT XVI: Risk Assessment And Management Introduction, Retail Business Risk, Price Risk, Volume Risk, Credit Risk, Market Behavior Risk, Operational Risks, Technological Risk, Regulatory Risk

UNIT XVII: Unsystematic Retail Risks: Types and Management, Preventing Violence, Measures to Prevent Violence against Staff, Duties of Retail Employees

UNIT XVIII: Store Maintenance And Retail Crime, Introduction, Scope of Shopping Mall Maintenance, List of Facilities and Services in all Maintenance, Crime, Retail Security,

UNIT XIX: Retail Crime: Prevention through Crime Analysis, Reducing Retail Crime, Live Case Studies in the Report, Preventing Retail Crime, Malls & Crime, Malls as Crime 'Nodes', Factors Affecting Crime in Malls

UNIT XX: Strategies for Reducing Crime in and Around Malls, Difficulties in Prevention of Retail Crime, Shoplifting, Identifying Potential Shoplifters, Methods Used by Shoplifters, Anti-Shoplifting Options

Reference Books:

1. Malls: ideal chance for self-funding. by Herbert H. Feldman

MBA123E --- International Retailing

UNIT I: Introduction, International Marketing, International Marketing Concepts, Global Marketing, Elements of the Global Marketing Mix, Domestic vs International Marketing, Similarities between International and, Domestic Marketing, Differences between International and, Domestic Marketing, Benefits of International Marketing, Scope of International Marketing, International Marketing Activities, Critical Elements of Scope of International Marketing

UNIT II: International Trade and Business

Introduction, Modes of Entry into International Markets, International Market Entry Evaluation Process, Tariff and Non Tariff Barriers, Tariff Barriers, Non Tariff Barriers, Economic Integration, Stages of Economic Integration.

UNIT III: International Marketing Environment

Introduction, Legal Environment, International Law, Economic Environment, Demographic Environment, Political Environment, Impact of Political Environment, Political Risk, Technological Environment, Cultural influences on International Marketing, The Cultural Impact Model

UNIT IV: International Marketing Research

Introduction, Domestic vs International Marketing Research, Factors Affecting International Marketing Research, Problems in International Marketing Research, International Marketing Research Mix, International Marketing Research Process, Techniques Used for International Marketing Research.

UNIT V: International Market Segmentation and Product Decisions

Introduction, International Market Segmentation, Process of International Market, Segmentation, Positioning Product in International Market, Positioning Strategies, International Products and Services, Product Standardisation vs Adaptation, Factors Favoring Standardisation and Adaptation, Branding Decisions in International Markets, Types of Branding Decisions in Overseas Markets, Distribution Channel Decisions in, International Markets, International Distribution Strategies, Factors to be Covered in International, Distribution Policy

UNIT VI: Introduction, Understanding International Retailing, Alternative Conceptions of International Retailing, Issues to be Considered while Going in International Retail Business, Global Retail Structures, Measuring Retail Structures, Understanding Retail Globalisation, Growth Strategies, Sectoral Expansion, Global Expansion, Combined Sectoral and Global Expansion

UNIT VII: Trends in International Retailing, Introduction, Trends in International Retailing, Evolution of International Retailing, Measures of Retail Development, Motivations for International Expansion, Structural Changes in Post-war Retailing, Conditions Constraining the Global Development of Retailers, The Strength of the 'Push' Factors, The Strength of the Pull Factors:

UNIT VIII: Motives for International Retailing, Introduction, Motives for International Retailing, The Proactive-Reactive Debate, Driving Forces, Environmental Factors Changing Nature of Boundaries, Economic Integration, Stages of Economic Integration, Benefits of a Single Market, Facilitators of International Retailing, Technology Buying

UNIT IX: Assessing the Potential of Retail Markets, Introduction, Assessing the Potential of International Retail Markets, Factors to be Evaluated in Marketing Plan, Market Selection Decision, Product Life Cycle and Product Adaptation, The International Product Life Cycle (PLC), Diffusion of Innovation, Methods of International Retailing, Evaluation of Entry Methods, Factors Determining Market-entry Strategy

UNIT X: Entry Forms in International Retailing, Introduction, Entry Forms in International Retailing, Common Market-entry Strategies, of Entry Methods, Joint Ventures, Franchising, Advantages, Disadvantages, Forms of Franchising, Acquisition, Types of Acquisition, Market Planning for Differing International and Regional Requirements, Marketing Planning Aims and Objectives, Factors to be Considered while Making Marketing Plan for Specific Requirements, Why retailers Internationalise,

UNIT XI: Introduction, Why do Companies Expand into Foreign Markets, Multi-country Strategy vs a Global Strategy, Franchising Strategies, Measure of Retail Competition, Forms of Market and Competitive Strategies

UNIT XII: Cultural, Demographic and Market Conditions, Introduction, Understanding Cultural Concept and Differences, Cultural Factors, Demographic Factors

UNIT XIII: Multi-country and Global Competition, Introduction, Features of Multi-country Competition, Multi-country vs Global Competition, Strategic Options for Entering and Competing in Foreign Markets, Export Strategies, Licensing Strategies, Taking your Startup to a Foreign Market, Complexities of a Foreign Market, Globalization of Markets and Competition

UNIT XIV: Competitive Advantage in Foreign Markets, Introduction, Quest for Competitive Advantage in Foreign Markets, Core Competency, Core Competency vs Competitive Advantage, Black & Decker's Core competency, Profit Sanctuaries, Cross-market Subsidization, Cross-subsidization Practices, Strategic Alliance, Types of Strategic Alliances, Stages of Alliance Formation, Joint Ventures, When are Joint Ventures Used, Factors Considered for Joint Ventures, Benefits from Joint Ventures, Problems Faced by Indian Joint Ventures

UNIT XV: Competing in Emerging Foreign Markets', Introduction, Defining Emerging Markets, Countries Considered as Emerging Markets, A Framework for Analysing Competition in Emerging Markets, Factors to be Considered or Competition in Emerging Markets, Analysis of Competition through the Mapping of strategic Groups, Competitive Environment: An Overview, Competing in Emerging Foreign Markets

UNIT XVI: Introduction, Export, Direct and Indirect Exporting, Management Contracts Mergers and Acquisitions, Merger, Classifications of Mergers, Distinction between Mergers and Acquisitions, Business Valuation, Financing M&A Motives behind M&A, M&A marketplace Difficulties, The Great Merger Movement, Short-run Factors, Long-run Factors, o Cross-border M&A, Franchising

UNIT XVII: Global Structure and Developing Markets, Introduction, Trends of Retailing in Emerging Global Markets, Retailing in US, Key Factors Affecting Retailing, Retailing in Asia, Drivers of Growth, Asian Currency Crisis, Sector-wise Growth, European Retailing, Retailing in UK, Emerging Formats of International Retailing

UNIT XVIII: Domestic Market and Retail Operations, Introduction, Retail Structure, The Wheel of Retailing, The Retail Life Cycle Retail Marketing Strategy, Target Market, Overcoming the Acceptance Barrier: Retailing Strategies for, Emerging Markets, Scope of Retailing, Types of Retailers, The Emerging Sectors, o Discount/Shopping List General Stores, Coverage of Organised Retailing, Buyer - The Prime Drive, Emerging Trends, Management of Retail Outlet, Global Structure, E-tailing, Measuring Retail , Structures, Retail Positioning and Brand Image, Introduction, Retail Positioning and Brand Image, Four Successful Positioning Suggestions Given by Jobber, Store Image, Factors Contributing to Store Image, Measurement of Store Image, Techniques for Measurement of Store Image, Scoring and Analysis, Evaluation, Potency, and Activity, Multi-attribute Models, Procedure of MDS, Conjoint Analysis, Methodology of Conjoint Analysis

UNIT XIX: Segmentation, Targeting and Positioning, Introduction, Understanding Market Research, A List of Questions that can be Answered through Market Research, Market Research for Business Planning, Market Information, Market Segmentation, Market Trends, Advertising Research, Types and Testing of Advertising Research, Market Segmentation, Applying Market Segmentation, Bases for Market Segmentation, Market Targeting, Selecting a Target Market Strategy, Some Examples of Selection of Target Market, Positioning, Understanding Positioning Concept, Product Positioning Process, Market Mix, Pricing and Distribution, Introduction, Market Mix Product, Product Need Satisfaction, Approaches to Product Introduction, Product Image and Product Range, Pricing, Study of International Pricing, Selected International Pricing Issues, Factors to be Considered While Pricing Decision, Distribution, Critical Factors in Distribution Decision, Distribution Objectives, Deciding on a Distribution Strategy

UNIT XX: Promotional Mix and Advertising:, Introduction, Promotional Mix Components Advertising Concept, Objectives and Scope of Advertising, Objectives, Scope, Functions of Advertising, Primary Functions, Secondary Functions, Advertising in International Markets, Role of Advertising in International Markets, Major Considerations in International Advertising, Major Factors of Media Strategy, Global Advertising Regulations, Major Issues in Countries to Watch, Publicity, Public Relations and Sales Promotion, Public Relations, Sales Promotion, Why Rapid Growth, Sales Promotion Objectives, Sales Promotion Methods, Planning Sales Promotion, Promotional Strategy Personal Selling and Sales Management, Introduction, Personal Selling, o Important Aspects of Personal Selling, Changing Face of Personal Selling, Efficacy of Personal Selling in the Marketing Mix, Selling Process, Sales Management, The Four Phase-model of Management ProcessPricing, International Pricing Strategies, International Marketing Plan, The Marketing Planning Process, The Structure of the Facts Book by Malcolm McDonald, Change in Environment and Marketing Plan, Use of Marketing PlansPublicity, Tools and Techniques of Publicity, Public Relations, Tools and Techniques of

Reference Books:

1. International Retailing (IInd Edition) by Brenda Sternquist
2. International Retailing by Nicholas Alexander and Anne Marie Doherty
3. International Retailing Plans And Strategies In Asia by Erdener Kaynak, Jung-Hee Lee, and John Dawson

MBA125E --- E-Commerce and Internet

UNIT I: Introduction, History of Internet and www Internet and www Milestones, Meaning of Electronic Commerce, Advantages and Disadvantages, Advantages of E-Commerce to Business Firms, Benefits of E-Commerce to Customers, Disadvantages of E-Commerce

UNIT II: Electronic Commerce, Introduction, Meaning of Electronic Commerce, Advantages and Disadvantages, Advantages of E-Commerce to Business Firms, Benefits of E-Commerce to Customers, Disadvantages of E-Commerce

UNIT III: Technology of Internet Commerce, Introduction, Internet, Intranet and Extranet, Internet, Intranet, Extranet, Technology of Internet Commerce, Business Process Re-Engineering, Re-Engineering Process, Seven BPR Principles, BPR Challenges, Maximizing Success

UNIT IV: Business Process Re-engineering, Introduction, Business Process Re-Engineering, Re-Engineering Process, Seven BPR Principles, BPR Challenges, Maximizing Success

UNIT V: Electronic Data Interchange, Introduction, Electronic Data Interchange, Definition of EDI, EDI Architecture, EDI Transaction Steps, Benefits of EDI, Standardisation and EDI, EDI Communications, Value Added Data Services, EDI Software Implementation

UNIT VI: Electronic Payment Systems, Introduction, Electronic Payment Systems, Virtual Pin, Digicash (or E-Cash), CyberCash/CyberCoin, SET (Secure Electronic Transactions), PayPal, Smart Cards, Millicent Protocol: Small Amount Internet Payments, Factors for Designing Electronic Payment Systems (EPS), Advantages

UNIT VII: Internet Banking, Introduction, Internet Banking, Origin of Internet Banking, Brick-to-click Banks, Virtual Banks, Growth in Internet Banking, Types of Internet

UNIT VIII: Banking, Advantages of Internet Banking, Disadvantages of Internet Banking, ATM, Life Cycle in CRM, Recent Improvements, BIIB CRM, Optimizing Internal Processes, BIIB, CRM in IT Sector

UNIT IX: Internet Frauds, Introduction, Internet Frauds, Major Types of Internet Fraud, How to Deal with Internet Fraud, Some Instances of Internet Fraud, Tips on Specific Internet Fraud Schemes

UNIT X: Internet Security, Introduction, Internet Security, Computer Encryption, Firewall, Application Gateway, Antivirus Software, Regular Backups

UNIT XI: Introduction, Cyber Crimes, Frequently used Cyber Crimes, Altering Websites, Malicious Computer Programs, E-mail related Crimes, Harassment and Stalking

UNIT XII: Cyber Laws, Introduction, Cyber laws, Cyber Laws in India, IT Act, e-Governance e-Governance in India

UNIT XIII: Issues Relating to E-Commerce, Introduction, Issues relating to e-Commerce, Basic Ethical Concepts: Responsibility Accountability, and Liability, Candidate Ethical Principles, Privacy and Information Rights, Information Collected at E-Commerce Sites, Information Gathering Tools, Concept of Privacy

UNIT XIV: Introduction, Broadband, Broadband Internet, Difference between Broadband and Dial-Up Service, Importance of Broadband, Types of Broadband Connections, Cable Modem, DSL, Wireless, Fiber, Satellite, Broadband over Powerlines (BPL), On-line Transactions

UNIT XV: Wireless Applications, Introduction, Wireless Applications, Security Systems, Television Remote Control, Cellular Telephones, Wireless Technology, Social Effects of Wireless Technology

UNIT XVI: WIFI Networking, Use of Mobile Phones, SMS Alerts, Business SMS Alerts, Finance SMS Alerts, Fun SMS Alerts, Lifestyle SMS Alerts, Music SMS Alerts, News SMS Alerts, Sports SMS Alerts, TV and M, via SMS Text Alerts

UNIT XVII: Introduction future of Internet Commerce

UNIT XVIII: Hardware and Software Trends Introduction, Hardware and Software Trends

UNIT XIX: Information and Application TrendsIntroductionInformation and Application Trends, Advantages, f C, nverged C, mmunicati, ns, New Trend in Netw, rk Techn,
UNIT XX: The Next Steps – Depl, ying an Adaptive WAN, Netw, rked Rem, te St, rage, Distributed C, mputing, IT Asset Virtualizati, n, The, ptimal WAN

Reference Books:

1. Internet Marketing and e-Commerce by Ward Hanson and Kirthi Kalyanam
2. The Economics Of The Internet And E-Commerce, By Michael R. Baye

MBA116F --- Principal and Practices of Insurance

UNIT I: Defining Risk, The Concept of Risk, The Nature of Risk, Management of Risks.

UNIT II: The Evolution and meaning of Insurance

History of Insurance, Rights and Responsibilities of the Insurer, Rights and Responsibilities of the Insured, Classification of Insurance, Role of Insurance in Financial System.

UNIT III: Essentials of Insurance Contracts

Essentials of a Valid Contract, Is Insurance a Contract, Principles of Insurance, Principle of utmost Good Faith or Uberrimae Fides, Principle of Insurable Interest, Principle of indemnity, Proximate Cause, Principle of Contribution, Principle of Subrogation, Utilization of the above Principles at Various, Stages of Insurance Contract.

UNIT IV: Risk Appraisal and Selection

Objectives of Risk Selection, Determinants of Risk.

UNIT V: Premium

Life Table, Mortality Table.

UNIT VI: Classification of Insurance

Life Insurance, Group Insurance, Basics of Life Insurance, Growth of Actuarial Sciences – A boost to Development of Life Insurance, Life Insurance Needs at Various Life Stages, Life Insurance Documents, The Proposal Form, Classification of Life, Insurance Policies, Basic elements and features of Plans of Life Insurance, Riders, Annuities, Pension Plans/Annuities .

UNIT VII: Claims Management in Life Insurance

Features of Insurance Claims, Special Cases, Proof of Title.

UNIT VIII: Principles of General Insurance

Insurable Interest, Indemnity, Utmost Good Faith, Subrogation, Contribution, Proximate Cause/Causa Proxima.

UNIT IX: General Insurance Business

Introduction, Theory of Rating, Role of Tariff Advisory Committee (TAC), Claim Settlement Non-Life Insurance.

UNIT X: Fire and Motor Insurance

Definition, Exclusions, Standard Policy Coverages, Policies for Stocks, Consequential Loss Policy, Motor Insurance/Vehicle Insurance/Auto, Insurance/Car Insurance, Special Points.

UNIT XI: Nature of Marine Insurance Contract

History, Definition of Marine Insurance Business, Insurable Property, Marine Adventure, Voyage, Maritime Perils/Perils of the Sea, Contents of a Marine Policy, Essential Elements or Principles of Marine, Insurance Features of a General Contract, Insurable Interest, Utmost Good Faith, Contract of Indemnity, Principles of Subrogation, Contribution, Warranties, Proximate Cause, Assignments of Policy, Clauses Incorporated in a Marine Policy, Kinds of Marine Insurance Policies.

UNIT XII: Marine Losses

Introduction, Constructive Total Loss, Partial Loss.

UNIT XIII: Reinsurance

Reinsurance, Profit Commission, Practical Problems, Methods/Kinds of Reinsurance, Co-Insurance.

UNIT XIV: Information Technology, the Key to Success of Insurance Services

The Human Element, Insurance Distribution in India, Insurance is sold and not bought, Role Transformation of Intermediaries in the Challenging Scenario, Focus on Multiple Distribution Channels.

UNIT XV: Ethics in Insurance Distribution

Issues in India, Insurable Property, Marine Adventure, Voyage, Maritime Perils/Perils of the Sea, Contents of a Marine Policy, Essential Elements or Principles of Marine, Insurance, Features of a General Contract, Insurable Interest, Utmost Good Faith, Contract of Indemnity, Principles of Subrogation, Contribution, Warranties, Proximate Cause, Assignments of Policy, Clauses Incorporated in a Marine Policy, Kinds of Marine Insurance Policies.

UNIT XVI: Marine Losses

Introduction, Constructive Total Loss, Partial Loss.

UNIT XVII: Reinsurance

Reinsurance, Profit Commission, Practical Problems, Methods/Kinds of Reinsurance, Co-Insurance.

UNIT XVIII: Information Technology, the Key to Success of Insurance Services

The Human Element, Insurance Distribution in India, Insurance is sold and not bought, Role Transformation of Intermediaries in the Challenging Scenario, Focus on Multiple Distribution Channels.

UNIT XIX: Ethics in Insurance Distribution

Issues in India, Summary.

UNIT XX: Loss Prevention and Control

Why loss prevention, Who is the beneficiary, Risk Control Measures, Educational Protection.

Reference Books:

1. Insurance Theory and Practice - Paperback (Aug. II, XXX) by Rob Thoys
2. Taking Charge of Your Own Health: Navigating Your Way Through *Diagnosis *Treatment *Insurance *And More - Paperback by Lisa Hall

MBA117F --- Risk Management & Insurance

UNIT I: Risk

Introduction: Historical Background, Meaning and Definitions of Risk, Risk vs. Uncertainty, Operational Risk, Interest Rate Risk, Credit Risk, Business Risk, Systematic Risk, Unsystematic Risk.

UNIT II: Pure Risk

Types of Pure Risks, Methods of Handling Risk, Avoidance, Loss Control, Retention, Non Insurance Transfers, Insurance, Risk Management Process, Steps in Risk Management Process.

UNIT III: Potential Risk Treatments

Risk Avoidance, Risk Reduction, Risk Retention, Risk Transfer, Risk Management Plan, Creation, Implementation, Review and Evaluation of the Plan, Let us Sum up.

UNIT IV: Risk Management

Introduction, Management of Risks, Risk Financing Techniques, Alternatives to Insurance Companies, Alternatives to Insurance Products, Objective of Risk Management.

UNIT V: Areas of Risk Management

Enterprise Risk Management, Risk Management Activities as Applied to Project Management, Risk Management and Business Continuity.

UNIT VI: Risk Management Information Systems

Risk Management Research Programme, Common Types of RMIS, Key Vendor Attributes and Differences ,Average RMIS Costs and RMIS Market Drivers, Risk Management Agency, Risk Control, Risk control Authorities, Risk Management Authority, Environmental Risk Management Authority, Let us Sum up.

UNIT VII: Corporate Risk Management

Introduction, Corporate Risk Management, Risk Approaches, Economic Value, Book Value.

UNIT VIII: Types of Risk Managing Firms

Market Risk, Credit Risk, Operational Risk, Let us Sum up.

UNIT IX: Growth and Development of Indian Insurance Industry

Introduction, Growth and Development of Indian Insurance Industry, Insurance Companies in India.

UNIT X: Life Insurance

Special Features of Life Insurance, Special Provisions for Occupational Pension Insurance, Insured events that may be Covered Include, Contract Terms, Group Insurance Policies are an Exception, Insurance vs. Assurance, Let us Sum up.

UNIT XI: TYPES OF LIFE INSURANCE

Introduction, Types of Life Insurance, Temporary (Term), Permanent, Related Life Insurance Products, Senior and Pre need Products.

UNIT XII: Investment Policies

With-profits Policies, Insurance/Investment Bonds, Tax and Life Insurance, Taxation of Life Assurance in the UNITED Kingdom, Pension Term Assurance, Market trends, Let us Sum up.

UNIT XIII: Fire Insurance

Introduction, Contract of Fire Insurance, Characteristics.

UNIT XIV: Types of Fire Policies

Ordinary Fire Policy, Specific Policy, Average Policy, Valued Policy, Re-instatement or Replacement Policy, Floating Policy, Consequential Loss Policy.

UNIT XV: Standard Fire and Special Perils Policy Covers

Perils Covered, AOG Perils, Social Perils, Other Perils, Exclusions.

UNIT XVI: Rules and Regulations Under Tariff

One Industry One Rate, Perils Particular to Particular Industry, Special Stock Insurance Policy, Special Clause, Re-instatement of Sum Insured, Let us Sum up.

UNIT XVII: Marine Insurance

Introduction, Types of Insurance, Marine Insurance, Different Types of Marine Insurance, Types of Marine Insurance Coverage, Origins of Formal Marine Insurance, Practice.

UNIT XVIII: Protection and Indemnity

Actual Total Loss and Constructive Total Loss, Average, Excess, Deductible, Retention, Co-Insurance, and Franchise, Tonners and Chinamen, Special Marine Policies, Warranties and Conditions, Salvage and Prizes, Calculation of Marine Insurance Amount/Premium, Marine Insurance Claim Procedure, Let us Sum up.

UNIT XIX: Motor Insurance

Introduction, Motor Insurance, Coverage Levels, Coverage Available, Employer's Liability Insurance, Personal Insurance Policy, Personal Accident and Sickness, Cattle Insurance, Fidelity Guarantee Insurance What can be Insured, Risks Covered, Compensation Offered, Exclusions, Types of Commercial Fidelity Guarantee, Let us Sum up.

UNIT XX: Aviation insurance

Introduction, Hull "All Risks", Exclusions, Ingestion Damage, Mechanical Breakdown, Spares, Hull War Risks, Liability Insurance, General Liabilities, Radioactive Contamination, Burglary Insurance, Extensions, Additional Benefits, Exclusions, Engineer's Insurance: Caters the Need, Different Kinds of Engineering Risks, Loss Settlement Procedure, Boiler and pressure plant (BPP), Contractor's Plant & Machinery (CPM), Electronic Equipment Insurance (EEI), Crop Insurance, Crop-yield Insurance, Crop-revenue Insurance, Specialty Crops, Let us Sum up.

Reference Books:

1. Principles of Risk Management & Insurance by George E. Rajda
2. Risk Management and Insurance by Scott E. Harrington and Gregory Niehaus

MBA118F --- Mutual Funds in India

UNIT I: Introduction To Mutual Funds

Introduction, Origin of Mutual Funds.

UNIT II: Types of Schemes

Classification by Treynor, Different Mutual Fund Options, Classification by Risk and Return, Let us Sum up.

UNIT III: Evolution of Mutual Funds

Introduction, Structure of the Indian Mutual Funds Industry, History of the Indian Mutual Fund Industry, First Phase XIXVIIIV-XIXVIIIIVII, Second Phase XIXVIIIIVII-XIXIXIII (Entry of Public Sector Funds), Third Phase XIXIXIII-XXOIII (Entry of Private Sector Funds), Fourth Phase (Since February, XXOIII), Private Sector.

UNIT IV: Diversification of Risk – Portfolio Investment

Benefits of Diversification, Wheel of Fortune, Let us Sum up.

UNIT V: Legal And Regulatory Framework

Introduction, Regulatory Mechanism, SEBI Criteria for Fit and Proper Person Regulation, Disqualifications, Conditions of Registration, Disclosures to the SEBI.

UNIT VI: Procedure for Inspection

Action in Case of Default, Default by Merchant Bankers and Penalty Points, Governance of Mutual Fund, Legal Procedure for Setting up a Mutual Fund Operation, Functions of AMC.

UNIT VII: Fund Mergers And Scheme Takeovers

Introduction to Merger, Horizontal Merger, Vertical Merger, Conglomerate Merger, Financial Conglomerates, Managerial Conglomerate, Merger Procedure, Acquisition, Valuation of Firm for Mergers and Acquisitions.

UNIT VIII: Takeovers

Friendly vs. Hostile Bids, Takeover Defenses, Financial Defensive Measures, Leveraged Cash-Outs (LCO), Golden Parachutes, Poison Puts, Coercive Offers and Defense, Front-end Loading in Tender Offers, Poison-pill Defense, SEBI Guidelines, Fund Mergers and Scheme Takeovers, Example in Mutual Fund Industry, Small Takeovers, Merging Schemes, Consolidation of Two Schemes, Let us Sum up.

UNIT IX: Role Of Regulators In India

Introduction, Role of Regulators in India, Scope, Establishment, Asset Management Company (AMC).

UNIT X: Role of Reserve Bank of India (RBI)

Role of SEBI, Various Controlling Measures by SEBI, Criticism on Role of SEBI, Role of AMFI, Let us Sum up.

UNIT XI: Rights And Obligations Of Investors

Introduction, Rights of UNIT Holders, Rights of Investors – Listed by BSE India, According to IEPF, Investor Education and Protection Fund), Obligations of Investor, DOs and Don'ts for Investors (by BSE India), Dos, Don'ts.

UNIT XII: Safeguards for Investors

While Selecting the Broker/Sub-broker, Enter into an Agreement, While Transacting, Ensuring Settlement, General Do's and Don'ts for Investors, Let us Sum up.

UNIT XIII: Distribution Channels

Introduction, Issue Procedure, Responsibilities of Lead Managers, Due Diligence Certificate, Submission of Documents, Underwriters.

UNIT XIV: Bankers to an Issue

Appointment of Bankers to Issue, Code of Conduct for Bankers to the Issue, Brokers to the Issue, Appointment of Principal Brokers, Registrars to an Issue, Issue, Let us Sum up.

UNIT XV: Direct Marketing

Introduction, Definitions of Marketing, Concept of Marketing Mix, Product, Product Planning, Pricing, Pricing Policies, Distribution.

UNIT XVI: Buying Behaviour

Grooming the Issue, Publicity Campaign, SEBI Guidelines for Issue Advertisement (XI.X.XIXIXIII), Code of Advertisements – Capital Issues, Issue Advertising, Compliance by Lead Merchant Banker, Let us Sum up.

UNIT XVII: Accounting Of Mutual Funds

Introduction, Calculation of NAV Per UNIT, Mutual Fund and Stock Market Relationships, Fees and Expenses – SEBI Regulations.

UNIT XVIII: Initial Launching Expenses

Recurring Expenses, Basis for Issue Price, Premium Fixation or Pricing of Shares, Free Pricing of Issues, Maintenance of Books of Accounts/Records, Reports to be furnished to the Clients, Disclosures to the SEBI, Let us Sum up.

UNIT XIX: Evaluation Of Mutual Funds

Introduction, Calculation of Risk and Return, How to Calculate the Sharpe Return/Risk Ratio, Standard Deviation, Beta, Alpha, Sharpe Ratio, Treynor Ratio, Ranking Methodology of Mutual Funds, ICRA Online Methodology for Ranking Mutual Fund Schemes, Eligibility Criteria for Ranking, Categories for Ranking.

UNIT XX: Classification of Schemes

The Ranking Parameters, Ratings, Short-term vs. Long-term Analysis, Let us Sum up.

Reference Books:

1. Mutual Funds in India (Response Books) by H. Sadhak
2. The XXOVII-XXXII Outlook for Mutual Funds in India by Philip M. Parker

MBA122F --- Mgmt. Of Banking & Insurance Companies**UNIT I: Banking Structure and Its Principles**

Introduction, Meaning of Bank, Functioning of a Bank, Basic Principles of Banking, Debitisation of Bank.

UNIT II: Creation of Money

Balance between the Objective of Liquidity and Profitability, Factors that Affect Liquidity, Liquidity and Profitability are the Essentials of a Sound Banking System, Structure of Indian Banking System, Transition in Working during XIXIVVII to XIXIXI and Thereafter, Phase I: Early Phase from XVIIIVIII to XIXVIIX of Indian Banks, Phase II: Nationalization of Indian Banks Prior to Indian Banking Sector Reforms, Phase III: New Phase of Indian Banking System after XIXIXI, Organized Sector and Unorganized Sector, Difference between Banking and Other Business, Present Structure of the Commercial Banking in India.

UNIT III: Role of Commercial Banks

Functions of Commercial Banks, Classification of Commercial Banks, Difference between Public Sector and Private Sector Banks, Difference between Indian and Foreign Banks, Progress of Commercial Banks in India since Nationalization, Failure of Commercial Banks, Innovative Programmes undertaken by Indian Commercial Banks, Let us Sum up.

UNIT IV: Insurance: An Introduction

Introduction, Historical Background of Insurance, Meaning of Insurance, Mechanism of Insurance, Insurance as a Business, Rights and Responsibilities of the Insurer, Rights and Responsibilities of the Insured, Mutual Goals of Insured and Insurer.

UNIT V: Classification of Insurance

Marketing of the Insurance, Nature of the Insurance Contract, Structure of Insurance Devices/Products, Difference between Insurance and Assurance, Role of Insurance in Financial System, Functions of Insurance, Characteristics of Insurance, Relationship between Risk and Insurance, Risk Types and Insurability, Effects of Risks on Economic well being of a Person, Let us Sum up.

UNIT VI: Risks and Its Measurement

Introduction, Meaning of Risk, Measuring the Risk, Probability Theory, Psychological aspects of Risks Severity and Frequency, Chance.

UNIT VII: Nature of Risk

Pure and Speculative Risk, Fundamental and Particular Risk, Classification of Risks, Risk Management, Features of Risk Management, Objectives of Risk Management, Scope of Risk Management, Risk Identification, Risk Handling Methods, Prevention of Risks, Reduction of Risks, Shifting of the Risks, Risk Acceptance, Spreading of the Risks, Let us Sum up.

UNIT VIII: Management Principles in Bank

Introduction, Corporate Management Principles in Bank, Let us Sum up.

UNIT IX: Insurance Contracts

Introduction, Essentials of a Valid Contract, Is Insurance a Contract, Principles of Insurance, Principle of Utmost Good Faith or Uberrimae Fides, Principle of Insurable Interest, Principle of Indemnity, Principle of Proximate Cause, Principle of Contribution, Principle of Subrogation, Utilization of Principles at Various Stages of Insurance Contract, Consequences of Ignoring the Principles, Difference between Insurance Contract and Wagering Contract, Let us Sum up.

UNIT X: Importance of Insurance

Introduction, Why Insurance is Popular, Use of Insurance Business to Individual, Uses of Insurance to Business, Uses of Insurance to Society, Cost of the Insurance Business to Society, Let us Sum up.

UNIT XI: Bank Deposits And Loans

Introduction, Bank Deposits/Deposit Accounts, Demand Deposits, Time Deposits, Loans and Advances.

UNIT XII: Types of Loans

Classification of Loans on Basis of Activity, Classification of Loans – Purpose wise, Nature of Loans granted by Commercial Banks, Characteristics of Commercial Bank Loans, Management of Loans in Commercial Banks, Factors Influencing Loan Policy in a Bank, Let us Sum up.

UNIT XIII: Development Officers In Business

Introduction, Meaning of Business Development Officer, Importance of Business Development Officers, Duties of Business Development Officers, Advantages of having Business Development as a Job, Essentials for Business Development Officers, Let us Sum up.

UNIT XIV: Bank Investments

Introduction, Meaning of Investment, Nature of Bank Investments, Money Market Instruments, Capital Market Instruments, Debt Market Instruments, Let us Sum up.

UNIT XV: Agents Code of Conduct

Introduction, Major Functions of the Insurance Agent, Expectations from Agent, Issues in India, Reasons for Malpractices by Agents, Measures to Overcome Unethical Practices, Best Practices and Employee Development, Code of Conduct Prescribed by IRDA, Qualifications for a Successful Agent, The Disqualifications, Rights of the Agents, Termination, Termination of Insurance Agency Contracts, Cancellation of Licence, Let us Sum up.

UNIT XVI: Insurance Agents – Their Role and Duties

Introduction, Meaning of the Agent, Types of Insurance Agents, Recruitment and Selection of the Agents, Issue of License to Intermediary or Insurance Intermediary, The Disqualifications, Procedure for becoming an Insurance Agent, Duties of Insurance Agent, Insurance Regulatory and Development Authority, Let us Sum up.

UNIT XVII: BANK ACCOUNTS and RECORDS

Introduction, Deposit Products, Recording of Business Transactions by Bankers, Annual Report, Statement of Advances, Let us Sum up.

UNIT XVIII: Balance Sheet And Reports

Introduction, Balance Sheet of a Commercial Bank, Columns of Balance Sheet, Liabilities of a Bank, Assets of a Bank, Balance between the Objective of Liquidity and Profitability, Detail of Items/Accounts under some Balance-Sheet, Components of Liabilities, Components of Assets, Banks Profit and Loss Account, Components of Income, Components of Expenses, Annual Report, Let us Sum up.

UNIT XIX: Management FUNCTIONS IN INSURANCE

Introduction, Management Functions in Insurance Industry, Hierarchy in Insurance Sector, Individual and Group Behaviour, Why do People Work in Groups, Stages of Group Development, Relation between Group Behaviour and Individual Behaviour.

UNIT XX: Management Of The Personnels In Insurance

Management Process of Selection, Selection Process in the Insurance Industry, SBI Selection Process, Management Process of Employee Training, Implement Training Methods, Training Evaluation, Management Process of Promotion, Let us Sum up.

Reference Books:

1. Alternative Risk Transfer: Integrated Risk Management through Insurance, Reinsurance, and the Capital Markets by Erik Banks
2. Tax Havens Today: The Benefits and Pitfalls of Banking and Investing Offshore by Hoyt L. Barber

MBA123F --- Banking & Insurance Marketing

UNIT I: Introduction to Marketing

Introduction, Meaning of Marketing, Scope of Marketing.

UNIT II: Modern Concepts of Marketing

Marketing Strategy, STP Approach, Goods and Services Marketing, Let us Sum up.

UNIT III: Marketing Environment

Introduction, General or External or Macro Environment, Socio-cultural Factors, Legal Factors, Economic Factors, Political Factors, Technological Factors.

UNIT IV: Task or Internal or Micro Environment

Environmental Scanning, Scenario Building Approach, Customer Orientation and Expectation, Let us Sum up.

UNIT V: Concept of Bank and Insurance Marketing

Introduction, Banking and Insurance Marketing, Formulation of Marketing Mix.

UNIT VI: Promotional Strategy for Banks and Insurance Sector

Life Insurance Marketing: Basic Problems, Relationship Marketing, Let us Sum up.

UNIT VII: Behavior of Consumers

Introduction, Behavioral Profile of the Consumers, Black Box Effect, Who is the Customer, What does the Customer Buy, Consumer Roles, Decision-making Process.

UNIT VIII: Factors Influencing Consumer Behavior

Risks, Situational Factors, Information Sources, Social Influences, Family Decision and Spousal Role, Attitudes, Perception, Motivation, Let us Sum up.

UNIT IX: Product Mix

Introduction, Total Product Concept, Creating a Product Range.

UNIT X: Product Life Cycle

Marketing Responses to PLC, Limitations of PLC, Branding, Importance of Branding Service Products, Branding Policies, New Product Development, Let us Sum up.

UNIT XI: Pricing

Introduction, Concept of Value and Price, Uses and Objectives of Price, Organizational Objectives through Pricing.

UNIT XII: Factors Influencing Pricing Decisions

Pricing Strategy for Banking and Insurance Industry, Let us Sum up.

UNIT XIII: Promotion

Introduction, Steps in Designing Communication, Guidelines for Service Communication.

UNIT XIV: Communication Mix Elements

Advertising, Personal Relations, Sales Promotion, Personal Selling, Direct Marketing, Let us Sum up.

UNIT XV: People, Process and Distribution

Introduction, People: Managing the Sales Force, Types of Conflicts, Managing Conflicts, Need for Internal Marketing, Managing Consumer Waiting Periods

UNIT XVI: Process

Blueprinting, Service Delivery Process in Banks, Distribution Strategy, What is a Distribution Channel -Especially in Services.

UNIT XVII: Service Location Decisions

A Typology of Service Location Influences, How to Design an Effective Distribution Channel, Types of Channels/Intermediaries, Factors affecting Choice of Channel, Strategies for Effective Delivery through Intermediaries, Let us Sum up.

UNIT XVIII: Service Quality And Building Customer

Introduction, Measurement of Service Delivery, Gap Model of Service Quality, Service Quality and Services Marketing.

UNIT XIX: Customer Relationship

Service Profit Chain Model, Cycle of Capability, Customer Relationship Management, CRM Business Cycle, Reasons for Adopting CRM: The Business Drivers.

UNIT XX: Customer Privacy

Technical Immaturity of CRM Vendors, Basic Assumptions of CRM, Lifetime Value of a Customer, Let us Sum up.

Reference Books:

1. The Econometrics of Individual Risk: Credit, Insurance, and Marketing by Christian Gourieroux and Joann Jasiak
2. Advertising Financial Products and Services: Proven Techniques and Principles for Banks, Investment Firms, Insurance Companies, and Their Agencies by Alec Benn

BA125F --- Risk Mgmt. & Life Insurance Undertaking

UNIT I: Risk Management By Individuals

Introduction, Cash-Settled Index-Based Futures Markets for Major Economic Risks, Institutions to Allow Individuals to Manage their Income Risks.

UNIT II: Moral Hazard and Individual Risk Management Contracts

The Failure of Most Current Hedgers to Hedge Properly, Public Resistance to Individual Risk Management Devices, Factors affecting Individual Demand for Insurance, Let us Sum up.

UNIT III: Insurance Intermediaries

Need for Intermediaries, Insurance Agent, The Indian Contract Act, IRDA Regulations, Code of Conduct, Commission Payable to an Agent, Termination of Agency, Bancassurance, IRDA Stipulations and Guidelines.

UNIT IV: Future Trends

Corporate Agents, Need to have Brokers, Who Can be a Broker, Summary.

UNIT V: Life Insurance Products

Basic Products and Traditional Products, Basic Products, Traditional Products, Postal Life Insurance, Micro Insurance, Plans for Female Lives, Policies for the Children, Insurance for Physically Handicapped Persons, Riders, Market Linked Insurance (UNIT Linked Insurance).

UNIT VI: Annuities

Group Insurance, Salary Saving Schemes (SSS), Social Security Schemes, Insurer's Obligation to Rural and Social Sectors, Policies Under Married Women's Property Act, XVIIIIV, Reinsurance, Agent's Role, Summary.

UNIT VII: Premium and Bonuses (LEAF Principles)

Introduction, Concept of Premium – Natural Premium, Level Premium – Risk Premium, Net or Pure Premium, Office Premium, Tabular Premium (TP).

UNIT VIII: Components of Premium

Installment Premium, Calculation of Age, Dating Back of Policy, The Calculation of Premium Involves Several Steps, Discounted Value of Premiums, Life Fund, Valuation, Types of Bonus, Investment of Life Insurance Funds, Solvency Margin, Summary.

UNIT IX: Life Insurance Underwriting

Introduction, Assessment of Risk – Sources of Data – Documents of Offer – Selection and Classification of Risk, Standard or Average and Extra Risk, Need for Selection, Purpose of Selection, Underwriting – Policy and Objectives, Financial Underwriting and Moral Hazard.

UNIT X: Numerical Rating Method (NRM)

Body Mass Index (BMI), Decisions of the Underwriter and the Reasons can be as follows, Medical and Non-medical Underwriting, Insurance on Female Lives.

UNIT XI: Insurance on Physically Handicapped Persons

Insurance on Minor Lives, Non Resident Indians (NRI), Key Man Insurance, Partnership Insurance.

UNIT XII: GENERAL Documentation

Policy Conditions, Loans – (Privilege), Revival – (Privilege and Condition), Alteration – (Privilege and Condition), Assignment – (Privilege), Summary.

UNIT XIII: Life Insurance Claims

Introduction, Survival Benefit Claim (SB), Maturity Claim, Death Claim, Ex Gratia Claim, Missing Persons – (Presumption of Death), Claims Concession.

UNIT XIV: Accident Benefit (AB or DAB)

Extended Permanent Disability Benefit (EPDB), Limitation Period, Comparison between MC and DC, Writing Back of Claims Outstanding, The IRDA Notification, Summary.

UNIT XV: Insurance Organization, Information Technology, Actuarial Functions

Introduction, Office Layout, New Business (NB) Department, Sales Department, Human Resources Department, Office Services Department.

UNIT XVI: Policy Servicing Department

Accounts Department, Planning Department, Information Technology Department, Claims Department, Other Important Departments in Controlling Offices.

UNIT XVII: Actuarial Functions (In Corporate Office)

Vigilance Department, Estates Department, Engineering Department, Audit and Inspection Departments, (In Controlling Offices), Group Insurance, Bancassurance, Alternate Channels, Housing Finance.

UNIT XVIII: Publicity and Advertising

Reinsurance, Long-range Planning, Micro Insurance, Mutual Fund, Salary Savings Scheme (SSS), Training for Employees, Training for Marketing People, Summary.

UNIT XIX: Legislative Matters

Introduction, Indian Contract Act, XVIIIIVIII (Law Relating to Contracts), Negotiable Instruments Act, XVIIIIVIII, Transfer of Property Act, XVIIIIVIII, The Indian Evidence Act, XVIIIIVIII, The Indian Stamps Act, XIXIXIX, Insurance Act, XIXIIIIVIII, Life Insurance Corporation of India Act, XIXVVI, Income Tax Act, XIXVII, General Insurance Business, (Nationalization) Act, XIXVIII, Insurance Regulatory and Development, Authority Act, XIXIXIX, Employees Deposit Linked Insurance Scheme, XIXVIIVI, The Payment of Gratuity Act, XIXVIII, The Employees' Provident Fund and Miscellaneous Provision Act, XIXVII, Consumer Protection Act, XIXVIIIVI, The Indian Succession Act, XIXIIV and the Hindu Succession Act, XIXVVI, Limitation Act, XIXVIII, Right to Information Act, XXOV, Redressal of Public Grievances Rules, XIXIXVIII, OMBUDSMAN, Arbitration and Conciliation Act, XIXIXVI.

UNIT XX: Financial Planning, Insurance Marketing, Agent's Role and Personality Development

Financial Planning, Insurance Marketing, Steps in Selling, Relationship with the Policyholder, Role of an Agent, Personal Development.

Reference Books:

1. Principles of Risk Management and Insurance (Xth Edition) - Hardcover (Jan. XX, XXOVII) by George E. Rejda
2. Risk Management and Insurance - Paperback (Sept. I, XXOIII) by Scott E. Harrington and Gregory Niehaus

Operations Management

MBA116G --- Technology & Innovation Management

UNIT I: Introduction, Concept of Technology, Economic Analysis of Technology Role and Importance of Technology.

UNIT II: Management Technology Management in India, Technology Life Cycle, Technology Policy and Policy Instrument.

UNIT III: Technology Planning Science and Technology in India, Policy Statement of Government – Science and Technology.

UNIT IV: Policies of Technology and Socio-economic Planning, Technological Change.

UNIT V: Theories of Technological Change Macro Effects of Technological Change, Let us Sum up.

UNIT VI: Introduction, Technology Forecast and Technology Innovation Chain, Need of Forecasting, Role of Technology Forecasting.

UNIT VII: Classification of Technology Forecasting Approaches, Methodologies of Forecasting Classification, Methods of Technological.

UNIT VIII: Forecasting, Comparison of Methodologies, Common Mistakes and Pitfalls in Forecasting, Let us Sum up.

UNIT IX: Introduction, Technology Strategy, Importance of Technology Strategy, Technology Generation, Technology Development, Let us Sum up.

UNIT X: Introduction, Models of Technology Transfer, Technology Transfer Modes, Technology Search Strategy.

UNIT XI: Dimensions of Technology Transfer, Features of Technology Package, Routes of Technology Transfer, Technology Absorption Capabilities of Recipient Enterprise.

UNIT XII: Pricing of Technology, Technology Transfer Agreements, Code of Conduct for Technology Transfer.

UNIT XIII: Government Initiative and Technology Transfer.

UNIT XIV: Technology Package and Technological Dependence, Concepts of Technology Absorption, Constraints in Technology Absorption.

UNIT XV: Technology Import in India, Efforts Technology Absorption: Indian Experience, Management of Technology Absorption, Government Initiatives.

UNIT XVI: Future Thrust for Technology Absorption Let us Sum up.

UNIT XVII: Introductions, Technology Assessment, Definition, Methodology of Technology Assessment.

UNIT XVIII: Organization and Management of TA, Technology Evaluation, TE Parameters.

UNIT XIX: Diffusion of Technology.

UNIT XX: Diffusion in Organizations, Mode Appropriate Technology, Let us Sum up.

Reference books

1. Operations Management by Jae K. Shim, Joel G. Siegel
2. Operations Management by Michael Lewis, Nigel Slack

MBA117G --- Material Management

UNIT I: Introduction, Materials Management, Classification of Materials, Importance of Materials Management, Materials Management as a Service Function, Materials Management as a Science or an Art, Integrated Approach.

UNIT II: Materials management, Functions/Concepts of Integrated Materials Management (IMM), Objectives of Integrated Materials Management Technological Change.

UNIT III: Organization structure for materials management, Introduction, Conventional Approach, Function based Approach, Commodity based Organization (Modern Approach), Aims of the New Approach.

UNIT IV: Materials planning and budgeting Introduction, Materials Planning, Need for Materials Planning, Factors Affecting Materials Planning, Purchasing and Materials Planning, Techniques of Materials Planning, Materials.

UNIT V: What is a Budget, What is Materials Budget, Factors Governing Drawing up of a Materials Budget, Techniques of Drawing up a Materials Budget, Budget Summaries, Manufacturing and/or Trading Account, Savings on Investment in Materials.

UNIT VI: Logistics Introduction, Transportation, Sea Transport, Air Transport, Rail and Road Transport, Choice of Transportation Method, Incoterms, Warehousing.

UNIT VII: Purchase management Introduction, Purchase Management, Basic Elements in Purchase Transaction, Purchasing Cycle, Objectives of Scientific Purchasing, Functions of Purchasing Department, Methods of Purchasing, General Principles, Evaluation of Purchase Department Performance.

UNIT VIII: Negotiation, Introduction, Negotiation, What is Negotiation, Techniques of Negotiations, Negotiator, Objectives of Negotiation, Tactics and Strategy in Negotiation, Phasing the Negotiation, Let us Sum up.

UNIT IX: Introduction, Purchasing of Capital Equipment, Meaning Distinctive Features, Consideration in Evaluation of Bids Suppliers, Inspection Procedure, Procedure of Registration, Rate Contracts (R/C), Tenders, Let us Sum up.

UNIT X: Import purchase procedure and import substitution, Introduction, Import Purchase Procedure, Import Sourcing, Methods of Foreign Buying, Steps involved in Import Purchase, Import Substitution, Problems in Import Substitution, Letter of Credit, Types of L/Cs, Bill of Lading, Types of B/L Let us Sum up.

UNIT XI: Public buying rate and buyer seller relation, Introduction, Rate Contracts, Buyer-Seller Relationship, Guidelines for Maintaining Good Buyer-Seller Relationship, Factors Promoting Goodwill between Buyers and Suppliers.

UNIT XII: Ethics of Buying and Selling Code of Ethics, Initiatives to Strengthen Buyer-Supplier Relationships, Let us Sum up.

UNIT XIII: Introduction, Storekeeping, Objectives, Functions, Locations and Layout of Stores, Advantages of Centralization of Stores, Advantages of Decentralization of Stores, Layouts, Let us Sum up.

UNIT XIV: Storekeeper, Introduction, Qualifications, Functions of the Storekeeping, Duties and Responsibilities, Let us Sum up.

UNIT XV: Stores system and procedures, Introduction, Stores System and Procedure, Goods Received Notes, Goods Receipt Voucher, Bin Card Stores Issue Voucher, Gate Pass Discrepancy Report, Let us Sum up.

UNIT XVI: Stores accounting and stock verification, Introduction, Stores Accounting and Stock Verification, Stores Accounting, Merits of Proper Accounting System, LIFO, Advantages of LIFO Methods, Disadvantages of LIFO Methods FIFO, Advantages, Disadvantages, Average Price Method Let us Sum up.

UNIT XVII: Introduction, Inventory Control, Functions of Inventory, Need for Inventory Control, Importance of Inventory Control, Problem of Inventory Control, Replenishment of Stock, ABC Analysis, VED.

UNIT XVIII: Analysis, FSN Analysis, Economic Order Quantity, Reorder Point, Safety Stock, Lead Time Analysis, Let us Sum up.

UNIT XIX: Computers in Material Management Application, Introduction, Computers in Materials Management, Advantages, Disadvantages, Inventory Control System, Terminology of Inventory, Methods of Inventory Control, Periodic Inventory Method, Perceptual Inventory Method Classification of Inventory Items, Typical Inventory Control System, Let us Sum up.

UNIT XX: Material Resource Planning System, Introduction, Material Resource Planning System, MIS Reports in Materials Management, Let us Sum up.

Reference Book:

1. Applied Materials Management by S. Chatterjee
2. Introduction To Materials Management by Arnold

MBA118G --- Project Management

UNIT I: Introduction, Specification of Project, Definition of Project Management, Essentials of a Good Project, Functional Aspects of Project Management, Systems Approach to Project Management, Roles and Responsibilities of a Project Manager.

UNIT II: Project Life Cycle Introduction, Phases of Project Life Cycle, Project Cycle Management, The Traditional Constraints, Project Control Variables, Project Environment, Project Management Artifacts.

UNIT III: Project Planning Introduction, Strategic Planning for Projects, Dimensions of Strategic Planning, Characteristics of Dimensions, Project Planning Process, Managing the Planning Process.

UNIT IV: Networks and Project Evaluation Review Technique (PERT) Introduction, Network Concept, Concept of Event, Definition of Activity, Dummy Activity, Numbering of Events, Controlling, Rules for Drawing a Network.

UNIT V: Advantages of Network Planning, PERT Terminology and Conventions, Implementing PERT, Development of PERT, Requisites of PERT, PERT Network Analysis - Steps, Benefits of PERT, Analyzing Network, Critical Path Analysis.

UNIT VI: Computerised Project Management Introduction: Project Management Software, Scheduling, Approaches to Project anagement Software, Project Management Software, Personal Project Management Application, Web.

UNIT VII: Directories Listing Project Planning Software, Criticisms of Project Management Software, Planning with Standards, Project Management Corporations – Professional Certifications and Designations, Project Management Associations.

UNIT VIII: International Standards, Professional Certifications, V.VIII ISO-IX000 Certification.

UNIT IX: Introduction - Project Finance, Means of Financing, Debt-equity Ratio, Debt, Equity Share Different Sources Falling under 'Equity and Preference Share Capital', Lease.

UNIT X: Financing, Advantages, Disadvantages, Public Sector Bonds, Guidelines Issued by Ministry of Finance, Debentures, Guidelines Issued by SEBI, Assistance for International Financial Institutions.

UNIT XI: Asian Development Bank (ADB) Development Banks/Development Financing Institutions/Investment Institutions Let us Sum up.

UNIT XII: Short-Term vs. Long-Term Financing, Introduction, Working Capital Estimation, Factors Determining Working Capital, Production Policies Nature of the Business, Length of Manufacturing Process Credit Policy, Rapidity of Turnover .

UNIT XIII:Fluctuations of Supply, Growth and Expansion Activities, Techniques of Estimating Working Capital, Estimation of Components of Working Capital Method, Percent of Sales

UNIT XIV: Method, Operating Cycle Approach, Financing Current Assets, Financing Policies, Approaches to Financing Matching Approach, Conservative Approach, Aggressive Approach, Short-term vs. Long -term Financing, Cost, Flexibility, Risk, Risk–Return Trade, Let us Sum up.

UNIT XV: Project Implementation, Introduction, Project Implementation Stages, Initiation Planning and Design, Production or Execution, Closing and Maintenance, Bottle Necks in Project, Implementation, External Factors, Internal Factors, Guidelines for Effective Implementation, Management Techniques for Project Management, Plan, Programme, Project, Issues in Strategy.

UNIT XVI: Implementation, Process for Implementing Strategies, Project Monitoring, Work Breakdown Structure WBS Design Principles, Project Management Environment, Role of the Participants, Let us Sum up.

UNIT XVII: Introduction, Budgeting, Auditing, Post-commissioning Operations, Contractual/Legal Aspects, Project Performance Evaluation, Significance of Evaluation and Control, Role of Organisational Systems, Performance Control, Measuring Performance Operational Control, Management Reporting, Project Status Report, Let us Sum up.

UNIT XVIII: Project Feasibility Study, Introduction, Project Feasibility Studies m Project Background and History, Demand and Market Study, Marketing Feasibility, Important Elements, Technical Feasibility Study, Technology and Equipment, Financial Feasibility, Project Formulation Checklist, Let us Sum up.

UNIT XIX: Environment Analysis and Demand Forecasting, Introduction, Environmental Scanning and Appraisal, Dimensions of General Environment, Demand Forecasting, Factors Involved.

UNIT XX: Demand Forecasting, Advantages of Forecasting, Forecasting Techniques, Opinion and Statistical Methods, Opinion Survey Methods, Statistical Methods, Criteria for Good Forecasting, Deviation in Forecasting, Uncertainties in Projections, Sales Forecast and Marketing, Let us Sum up.

Reference Book:

1. Project management by Dennis Lock
2. IT Project Management by Joseph Phillips

MBA122G --- Logistics and Supply Chain Management

UNIT I: Integration of Business Logistics Definition, Scope, Systems Concept, Customer Value Chain, Functions in Logistics Integration of Logistics Components.

UNIT II: Integration into the Business, Single Window– Logistics Solution, Future of Logistics – Outsourcing, Logistics Costs as % of GDP.

UNIT III: Objectives of Logistics Management Inventory Reduction, Reliable & Consistent Delivery Performance, Freight Economy, Minimum Damages to Product, Quick Response, Contribution Towards Business Excellence.

UNIT IV: Customer Service measure of Effectiveness of Logistics System, Customer Perception of Service Quality, Phases of Customer Services, Service Attributes, Value Added Services.

UNIT V: Concept of Supply Chain, Components of Supply Chain, Role of Logistics, Mapping of supply chain.

UNIT VI: E-business Solutions in Supply Chain, Concept of Flow Through, Switching Facility, Warehousing Functions, Consolidation, Warehousing Space.

UNIT VII: Warehouse Management, Warehouse Site Selection, Size, Layout, Decision Model for Optimum Warehousing, Costing, Warehousing Strategies, Virtual Warehouses.

UNIT VIII: Information Systems, Performance Parameters, Cold Chain Infrastructure.

UNIT IX: Role of Materials Handling in Logistics, Guidelines for Materials Handling, Equipment & Systems, Concept of UNIT Load, Storage Principles, Storage Design, Storage Methods.

UNIT X: Inventory Management, Inventory – Asset or Liability, Inventory Functions, Reasons for Carrying Inventory, Related Costs, Inventory Controls, Policy Guidelines, Summary.

UNIT XI: Transportation, Transportation Infrastructure, Freight Management, Freight Costs Transportation Networks, Route Planning, Containerization, Summary.

UNIT XII: Packaging for Logistics, UNITization for Packaging, Design Considerations Packaging Materials, Packaging Costs, Summary.

UNIT XIII: Information Needs, Design Requirements, Desired Characteristics of Information Systems, Summary.

UNIT XIV: Distribution Channel Design, Role of Logistics in Distribution, Channel Structure Requirements of Channel Members, Support to Distribution Channel, Summary.

UNIT XV: Logistics Outsourcing, Drivers of Outsourcing Trend, Benefits of Outsourcing, Third Party & Fourth Logistics, Selection of Service Provider, Value Added Services, Service Contracts, Summary.

UNIT XVI: Technology for Logistics, Role of Technology, Automatic Identification, Communication Technology, Automated Material Handling, Information Technology – ERP, DRP, Summary.

UNIT XVII: Challenge of Product Returns, Scope of Reverse Logistics, System Design for Reverse Logistics, Reverse Logistics – A Competitive Tool, Summary.

UNIT XVIII: Strategy and Performance Measurement, Strategies Across Product Life Cycle Logistics Planning, Diverse Strategies, Implementation of Strategy, Need For Performance Measurement, Objectives of Performance Measurement, Performance Levels, Financial and Non-financial Measures, Performance Control, Summary.

UNIT XIX: Government Policies & Regulations Related to Logistics, Warehousing Policies, Transport Related Legislation, Packaging Rules Related to Safety and Quality, Inventory Valuation Standards, Summary.

UNIT XX: Logistics for E-commerce and International Trade, E-commerce – An overview
Logistics – Vital Player in E-commerce, E-logistics – Structure & Operation, Logistics' Role in International Trade Summary.

Reference Book:

1. Logistics and supply chain management by Martin Christopher.
2. Logistics and Supply Chain Management by Christopher

MBA123G --- Quantitative System Modeling Techniques

UNIT I: Introduction, Background of Simulation, Role of Modeling and Simulation.

UNIT II: Concept of the Environment, Continuous and Discrete Systems.

UNIT III: Types of Models, System Analysis.

UNIT IV: System Design System Simulation Summary.

UNIT V: Introduction, Probability Concepts in Simulation, Development Process of System Simulation.

UNIT VI: Computational Simulation and Conditional Probability Problem Solving.

UNIT VII: Stochastic Variables and Probability Functions

UNIT VIII: Discrete System Simulation, Example of Discrete-Event Simulation (DES).

UNIT IX: Fixed Time Step vs. Event-to-Event Model.

UNIT X: Generation of Random Numbers.

UNIT XI: Monte Carlo Computation vs. Stochastic Simulation, Summary.

UNIT XII: Simulation of Queuing System.

UNIT XIII: M/m Queues and their Delay Analysis.

UNIT XIV: Computer Simulation for Queuing System.

UNIT XV: Simulation of Single and Two Server Queue.

UNIT XVI: Network Model of a Project, Summary.

UNIT XVII: Introduction, Design of Lab. Simulator and Control Algorithm.

UNIT XVIII: Basic Structure of the Control Algorithm.

UNIT XIX: Telephone System and Inventory System.

UNIT XX: General Purpose Simulation System (GPSS) Summary .

Reference Books:

1. Quantitative evaluation of computing and communication systems by Heinz Beilner, Falko Bause
2. Quantitative system performance by Edward D. Lazowska

MBA125G --- Production Planning and Control

UNIT I: Operations Planning and Controlling Functions.

UNIT II: Product and Process Definitions, Demand Forecasts, Capacity Design and Planning.

UNIT III: Materials Requirements Planning, Measures of Performance.

UNIT IV: Operation Control and Information Flow, Integrated Operating Control Information System.
UNIT V: Forecasting, Introduction, Forecasting in Operations.
UNIT VI: Characterizing Demand.
UNIT VII: Demand Management.
UNIT VIII: Developing a Model.
UNIT IX: Qualitative Methods.
UNIT X: Special Long-term Forecast Methodologies.
UNIT XI: Scenario Planning, Simulation.
UNIT XII: Box-Jenkins Approach.
UNIT XIII: Introduction, Concept of Aggregate Planning, Objectives of Aggregate Planning, Nature of Aggregate Planning, Costs and Aggregate Planning, Managing Supply and Demand.
UNIT XIV: Chase Strategy, Level Strategy, Mixed Strategy, Hierarchical Production Planning (HPP), Methods for Aggregate Planning, Table/Graphical Approach.
UNIT XV: Optimization Approach, Empirical Approach, Pre-meiotic Approach to Production Planning, Aggregate Planning for Services.
UNIT XVI: Disaggregating the Aggregate Plan, MRP II (Manufacturing Resource Planning).
UNIT XVII: An Overview of Sequencing and Scheduling Introduction, Benefits of Production Scheduling, Master Production Schedule (MPS), Bill of Materials, The MRP System, Independent Versus Dependent Demand, Inputs from **UNIT XVIII** Master Production Schedule, Outputs – The Materials Requirement Plan, Priority Rule and Planning, Capacity Requirement Planning, Scheduling, Operations Scheduling Models, Loading, Sequencing, Detailed Scheduling, Expediting, Input-output Control, Gantt Charts, Job Shop Scheduling Process, Scheduling of Tasks on Single Processors (n/1 Scheduling).
UNIT XIX: Sequencing Rule, Scheduling of Tasks on Multiple Processors, Scheduling in Services, Scheduling Customer Demand India, and Efforts Technology Absorption: Indian Experience, Management of Technology Absorption, Government Initiatives, and Future Thrust for Technology Absorption.
UNIT XX: Scheduling with Resource Constraints Introduction, Theory of Constraints – Synchronized Manufacturing, Allocation of Single and Multiple Resources, Scheduling Dynamic Job Shops, Resource Balancing and Line Balancing.

Reference Book:

1. Production Planning and Control by Prentice Hall India Pvt., Limited
2. Production planning and control by William Bolton

Hospitality Management

MBA117H --- Hospitality Law

UNIT I: Introduction, Law and Business, Meaning, Objectives and Sources of Business Law, The Common Law Basis for Laws Governing the Hotelkeeper, Let us Sum up, Meaning and Essentials of Valid Contract, Privity of Contract, Quasi-Contracts, Classification of Contracts

UNIT II: Proposal (or offer) and Acceptance, Specific and General Offers, Implied Offer, Contracts over Telephone or through Telex, Fax/e-mail, Persons who are Competent to Contract, Capacity of a Minor to Enter into a Contract, Mental Incompetence Prohibits a Valid Contract, Alien Enemy (Political status), Foreign Sovereigns and Ambassadors (Political status)

UNIT III: Different Modes of Contract, Meaning of Consent, Meaning of Coercion (Ss. XV and VIII), Meaning of Undue Influence (s.XVI), Meaning of Fraud [Ss.XVII and XIX], Meaning of Misrepresentation (Ss.XVIII-XIX), Meaning of 'Mistake' [Ss.XX-III], Meaning and Effect of 'Unilateral Mistake', Meaning of "*ignorantia juris non excusat*", Meaning of Consideration, Meaning of Quasi Contracts, Meaning of Performance of Contract, Meaning of Offer to Perform

UNIT IV: Different Modes of Discharge of Contracts [Ss.VIII-VIIV], Discharge of Contracts by Performance or Tender, Discharge of Contracts by Impossibility of Performance, "Subsequent or Supervening Impossibility" as a Mode Discharge of Contract (s.VVI), Discharge of a Contract by Operation of Law, Discharge of Contracts by Breach

UNIT V: Anticipatory Breach of Contracts, Consequence of Anticipatory Breach, Breach during the Performance of the Contract, Partial Breach of a Contract, Remedies for Breach of Contracts, Serving Food in a Hotel – Is it a Contract of Sale of Goods, Special Terms in a Contract, Exclusion Clauses, Let us Sum up

UNIT VI: Introduction, Meaning of Agent and Agency (s.VIII), Who can Employ Agent, Who may be Agent, Different Kinds of Agencies, Express Agency (s.VIII-VII), Implied Agency (s. VIII-VII), Agency by Estoppel (s. VIII-VII), Agency of Necessity (s. VIII-X), Agency by Ratification (Ss.XIXVI-XX0), Agency Coupled with Interest

UNIT VII: Classification of Agents, Duties of Agent, Rights of Agent, Duties of a Principal, circumstances under which Agency Terminates or Comes to an End, When Termination of Agency takes Effect, Power of Attorney, Registration, Let us Sum up

UNIT VIII: Introduction, Torts, Relevance of Motive in Determining the Liability for a Tort Different Types of Torts, Assault and Battery, False Imprisonment, Libel and Slander, Defences open to the Defendant in an Action for Defamation, Justification or Truth, Fair Comment, Privilege

UNIT IX: Malicious Criminal Prosecution, Trespass to Land, Vicarious Liability, Liability of the Master for Wrongful and Negligent Acts of his Servants, Liability of the Hospitality Operator for Tort of Negligence, Res Ipsa Liquitur, The Hotel's Liability to Tenants for Negligence

UNIT X Corporation's Capacity to sue, and its Liability for Tort, Circumstances when Negative may be Negated, Let us Sum up, The Hotel's Duty to Protect Guests, Let us Sum up

UNIT XI: Torts Founded on Contract, Maintaining a suit either in Tort or in Contract, Stranger to Contract can sue in Tort only, The Hotel's Right To Evict A Guest, Tenant, Restaurant Patron And Others Introduction, Hotelier's Right to Evict a Guest, The Guest's Right to Privacy, Let us Sum up

UNIT XII: The hotel's liability, Introduction, Definition of Bailment, Kinds of Bailments, Duties and Rights of Bailor and Bailee, Duties of a Bailor, Duties of a Bailee, Rights of a Bailee, Rights of a Bailor Termination of Bailment, Finder of Lost Goods, The Hotel's Liability Regarding Guest's Property

UNIT XIII: Records Regarding Guests, Maintenance of Guest Registers, Individual Registration Form or Card, Let us Sum up

UNIT XIV: Frauds Committed against hotel and crimes of trespass, Introduction, Meaning of Fraud, Essential Elements or Condition for a Fraud to Exist, Trespass, Trespass to Land, Defences available to the Trespasser, Trespass to Goods, Tort of Conversion, Let us Sum up.

UNIT XV: law relating to food service, Introduction, Provisions of Food Safety and Standards Act, XXOVI, Preliminary, Food Safety and Standards Authority of India, General Provisions as to Articles of Food, Provisions Relating to Imports, Special Responsibilities as to Food Safety, Enforcement of the Act, Analysis of Food, Offences and Penalties, Adjudication and Food Safety Appellate Tribunal, Let us Sum up.

UNIT XVI: Wage and Hour laws application to hotel employees Introduction, Minimum Wages Act, Fixation of Minimum Rates of Wages, Payment of Minimum Wage-in Cash or Kind, Payment of Overtime, Working Hours, Working Hours of Adults, Extra Wages for Overtime, Restriction on Double Employment, Notice of Period of Work for Adults, Register of Adult Workers, Basis of Leave, Introduction, Consumer Protection, Genesis of the Consumers Protection Laws, Provisions of Consumer Protection Act, XIXVIII VI, Consumer, Defect, Deficiency, Restrictive Trade Practice, Service, Unfair Trade Practice, Bargain Sale, Not Conforming to Prescribed Standards, Hoarding or Destruction of Goods, Let us Sum up.

UNIT XVII: Rights of Consumers, Right to Safety, Right to be Informed, Right to Choose, Right to be Heard, Right to Seek Redressal, Right to Consumer Education, Nature and Scope of Remedies Available to Consumers, Who can File a Complaint, What Complaints may be Lodged, Where to File a Complaint, Reliefs Available to Consumers, Time-frame for Decisions of Consumer Courts, Appeal to State Commission, Appeal to National Commission, Power of and Procedure Applicable to the National Commission [s.III], Let us Sum up.

UNIT XVIII: Introduction, Environment (Protection) Act, XIXVIII VI, Environment, Environmental Pollutant and Environmental Pollution, National Environment Tribunal Act, XIXIXV, National Environment Appellate Authority Act, XIXIXVII, Noise Pollution (Regulation and Control) Rules, XX00, Powers of the Central Government under the Act, Powers of the Central Government to take Measures (Section III) XII.III.II Powers of the Central Government to Constitute, by order, one or more Authorities, Power to Appoint Officers and their Powers and Functions (Section IV), Powers of the Central Government to Give Directions (Section V), Power to Make Rules to Regulate Environmental Pollution (Section VI), Powers to the Central Government to make Rules (Section IIV), Powers of the Central Government to Delegate (Section IIIII), Powers of the Central Government to withhold Environmental Clearance for Location of a Project in a Certain Location, Protection of Action Taken in Good Faith (Section XVIII), Furnishing Information, Reports or Returns (Section XX), Prevention, Control and Abatement of Environmental Pollution, Emission Pollution in Excess of Standards (Sec. VII), Powers of Entry and Inspection [Sec. X], Environment Laboratories.

UNIT XIX: Penalties and Offences under the Act, Penalty for Contravention ffences by Companies [Sec. XVI] Offences by Government Departments [Sec. XVII], Cognizance of Offences, Water (Prevention and Control of Pollution) Act, XIXVIIIIV, Functions of Central Board, Functions of a State Board, Prevention and Control of Water Pollution, Prohibition on use of Stream or well for Disposal of Polluting Water, Restriction on New Outlets and New Discharges.

UNIT XX: Provision Regarding Existing Discharge of Sewage of Trade Effluent, Refusal or Withdrawal of Consent by State Board, Emergency Measures in Case of Pollution of Stream or Well, Powers of Pollution Board to Check Apprehended Pollution, Power of State Board to carry out Certain Works, Furnishing of Information to State Board and other Agencies in Certain Cases, Register to be Maintained under Sec. IIV, Summary of the Powers of the various Agencies to Control Water Pollution, Air (Prevention and Control of Pollution) Act, XIXVIII, Central Pollution Control Board [Sec. III], State Pollution Control Board [Sec. IV], Power of State Government to Declare Air Pollution Control Areas, State Air Laboratory [Sec. IIVIII], Let us Sum up.

Reference Books:

1. Hospitality Law: Managing Legal Issues in the Hospitality Industry by Stephen C. Barth
2. Hotel, Restaurant, and Travel Law (Hotel, Restaurant and Travel Law) by Karen Morris, Norman G. Cournoyer, and Anthony Marshall

MBA118H --- Hospitality Marketing and Sales

UNIT I: Aims and Objectives, Introduction, Definitions of Services, Distinction between Goods and Services, Pure Tangible Goods, Tangible Goods with Accompanying Services, Hybrid, Service with Accompanying Tangible Goods.

UNIT II: Pure Service, Characteristics of Services, Intangibility, Inseparability, Variability, Perishability, Customer Participation, No Ownership, Select Services, Classification of Services, The Degree of Tangibility of the Service, Whether the Service is Directed at the Customer or his Possessions, The Time and Place of Service Delivery, Level of Customisation vs. Standardisation, Formal or Informal Relationship with Customers.

UNIT III: Extent to which Demand and Supply Fluctuate, Interaction with People or Inanimate Objects/Environment, Paradigms in Service Marketing, Reasons for Growth of Service Sector, Growth in Intermediate Demand from Firms, Growth in Final Demand from Customers, Growth of Service Sector in India, The Key Service Industries in India, Let us Sum up.

UNIT IV: Introduction, Systematic Planning Process, The Service Triangle, Internal Marketing, External Marketing, Interactive Marketing, Service Quality, Philosophies of Total Quality Services Marketing, Zero Defects vs. Zero Defections, Understanding Customer Expectations and Zone of Tolerance, Consumer Purchase Decision Process.

UNIT V: Market Segmentation and Position of Service, Undifferentiated Market, Differentiated Market, Bases for Segmentation, Criteria for Market Segmentation, Customisation, The Role of Expectations, Let us Sum up.

UNIT VI: Introduction, Components of the Marketing Mix, Product, Pricing, Promotion, Place (Distribution), People, Physical Evidence, Process, Marketing Mix Elements, People, Augmented Marketing Mix, Developing the Service Product/Intangible Product, Service Flower, Let us Sum up.

UNIT VII: Introduction, New Service Development Process, Idea Generation, Screening Ideas, Concept Development and Testing, Marketing Strategy Development, Business Analysis, Service Development, Market Testing, Commercialization, Service Positioning, Distribution of Services, The Distribution Channel, Let us Sum up.

UNIT VIII: Introduction, Role and Methods of Communications, Methods of Communication, Communication Process, Aims of Internal Business Communication, Processes of Communication in a Business Organisation, Purpose of External Business Communication, Process of Operation Delivery of Services, Frameworks for Classifying Service Processes, Let us Sum up.

UNIT IX: Introduction, International Marketing, Impetus to Global Marketing Involvement, Elements of the Global Marketing Mix, Product, Price, Placement, Promotion, Global Marketing Advantages and Disadvantages, Principal Driving Force in Global Marketing of Services, Theoretical Approaches, Market Forces and Development, Let us Sum up.

UNIT X: Introduction, Traditional Selling, New Methods of Selling, Telemarketing: Selling Concepts on the Phone, Sales on the Internet, Mail Order Sales, Sales through Retailers, Direct Selling, Sales Manager's Duties and Responsibilities, Sales Manager as Sales Coordinator, Sales Manager as Controller, Generating Profits, Efficiency vs. Effectiveness, Sales Career, Let us Sum up.

UNIT XI: Overview of Personal Selling, Introduction, Definition and Nature of Personal Selling, Personal Confrontation, Cultivation, Response, Changing Face of Personal Selling.

UNIT XII: Steps in Personal Selling, Prospecting, Pre-approach, Approaching, Presentation and Demonstration, Handling Objections, Close, Sales Funnel, Theories of Personal Selling, AIDAS Theory, Right Set of Circumstances Theory, Buying Formula Theory, Let us Sum up.

UNIT XIII: Strategies and Sales Function -Introduction, Problems of Sales Management, Formulation of Sales Strategy, Sales Strategies, Relationship Strategy Double-win Strategy, Instant Service, Hard Sell versus Soft Sell Strategy, Integrated Sales Strategies, Client-centered Selling Strategy.

UNIT XIV : Methods of Sales Forecasting, Survey Method, Expert Opinion, Market Studies Method, Sales Force Opinion Method, Statistical Methods, Sales Quotas, Importance of Sales Quotas, Types of Sales Quotas, Buying Centre, Let us Sum up.

UNIT XV: Introduction, Preparing the Job Description and Specification, Recruitment Sources, Advertisements, From Inside – The Organisation's Own Staff, Recruitment Agencies, Educational Institutions, Competitors and Other Industries, Former Employees, Selection of Key Executives from Outside UNIT Selection Procedure, Hiring Profile, Application Scrutiny, Interview, Psychological Testing, Reference Check, Physical Examination, Job Offer, Let us Sum up.

UNIT XVI: Training the Sales Force- Introduction, Aim of Training, Building Sales Training Programmes, Identifying Initial Training Needs, Training on Market Place, Training in Handling the Competition, Training on Communication, Training on Negotiating, Training Methods, Induction Training, On Job Training (Field Training), Consumer Sales Training, Planning and Preparation, Approach, Stock Checks and Need Development, Brand Talk, Objection Handling, Close, Detail Work, Industrial Sales Training, Survey of Customers, Prospecting the Customer, Approach the Customer, Need Development/Negotiations, Close, Order Processing, Training in Personality Development, Presentational Techniques, Let us Sum up.

UNIT XVII: Leadership and Supervision, Introduction, What is Leadership, Qualities of Leadership, Principles of Leadership, Factors of Leadership, Key Leadership Roles, Leadership Skills, Leadership Styles, Leadership Theories, Need for Supervision, Supervisory Skills, Role of a Supervisor, Effective Supervision, Let us Sum up.

UNIT XVIII: Compensating and Motivating the Sales Force-Introduction, Attitudes towards a Compensation Plan, Various Modes of Compensating the Sales Force, Salary, Straight Commission Target Commission Bonus, Profit Sharing and Fringe Benefits Reimbursement of Expenses Proper Sales Compensation Plan, Change in Compensation Plan, Good Sales Compensation Plan, Motivation to the Sales Force, Sales Career Stages and Motivation, Importance of Motivation Theories for Sales Force, Dimensions of Motivation, Model of the Motivation Process, Reasons for Motivating Salespersons, Salesperson's Connective Role and Conflicts due to this Job, Motivation Theories, Cognitive Approach/Model, Non-cognitive Approach, Applications of Various Theories, Using Self-concept in Motivating Salespeople, Using Maslow's Theory, Using Herzberg's Two Factor Theory, Using McClelland Theory, Using Expectancy Model, Non-financial Factors and their Impact on Sales Force Motivation, Meetings between Manager and Sales Force, Clarity of Job, Sales Contests, Sales Conferences and Conventions, Positive Feedback, Reward and Recognition, Persuasion, Let us Sum up.

UNIT XIX: Evaluating Salespersons and Organisations-Introduction, Essentials of Sales Force Monitoring Programme, Principles of Sales Evaluation, Evaluating Performance Standards, Quantitative Criterion, Qualitative Standards, Recording Performance, Field Sales Reports, Sales Organisation Effectiveness, Let us Sum up.

UNIT XX: Sales Issues and Management -Introduction, Significance of Sales Budget, Sales Budget, Sales Control, Types of Sales Control, Steps in Designing a Sales Control System, Sales Audit, Aim of the Audit, Auditor's Plans, Credit Control, Budgetary Control, Market Share Analysis, Ratio Analysis, Variance Analysis, Sales Analysis, Sales Cost Analysis, Ethical Issues in Sales, Trust, Credibility, Sales Management Information System, Planning and Control, Planning, Control, Reports, Daily Report, Tour Programme, Monthly Performance Review, Let us Sum up.

Reference Books:

1. Hospitality Sales and Marketing by James R. Abbey
2. Marketing for Hospitality & Tourism (Vth Edition) by Philip Kotler, John T. Bowen, and James C. Makens

MBA122H Fundamentals of Tourism & Tourism Products

UNIT I: Introduction

Tourism Industry UNIT Essential Components of Tourism Activity, Transport Sector, Accommodation Sector, Attraction Sector UNIT Global Tourism Industry Scenario, Tourism – Facts and Figures, Regional Tourism Development, Travel and Tourism Demand UNIT Tourism Scenario in India, Branding India, Indian Tourism Industry: A Biggest Step Forward

UNIT II: Tourism Industry Characteristics , Tourism: A Dynamic System, Visitor Generating Region (Demand), Transit Region (Supply), Destination Region (Supply), Support Services Sector, Roles of the Government, Information Technology, Let us Sum up

UNIT III: Introduction , Tourism Product, Levels of Product, Distribution of Product, Stages of Product Development, Product Decisions, Characteristics of Tourism Product.

UNIT IV:Development of India's Tourism Product, Tourism Resources as Products, Let us Sum up.

UNIT V: Architectural Heritage of India -Introduction, Socio-cultural Resources of India, Topography, unity in Diversity.

UNIT VI: A Brief Outline of Indian History, Indian History from IIIrd Century BC to IIIrd Century AD, Indian History from VIth Century AD to XIth Century AD, Delhi Sultanate and Vijaynagar Dynasty, Colonial Rule.

UNIT VII: Architectural Heritage of India, Hindu Temple Architecture, Buddhist Architecture, Indo-Islamic Architecture, Indo-European Architecture.

UNIT VIII: Historical Monuments of Tourism Significance, Ancient Buddhist and Jain Monuments, Ancient and Medieval Jain Monuments in India, Ancient and Medieval Hindu Monuments, Let us Sum up.

UNIT IX: Introduction, Indo-Islamic Architecture, Imperial Style, Mughal Architecture.

UNIT X: Forts and Palaces, Forts in Delhi in Different Phases, Stupendous Forts and Palaces in Rajasthan, Gigantic Forts and Palaces of Uttar Pradesh, Forts and Palaces in other States, Modern Monuments in India, Historical/Archaeological Sites in India.

UNIT XI: Museums, Art Galleries and Libraries of India, Famous Art Galleries in India, Museums of India and their Locations, Assets and Characteristics, Libraries in India, Let us Sum up.

UNIT XII: Introduction, Background of Religious Shrines in India, Hindu Religious Shrines, Buddhist Shrines, Jain Pilgrimage Shrines, Muslim Shrines in India, Sikh Shrines in India, Christian Shrines in India, Let us Sum up.

UNIT XIII: Introduction, Dances of India, Classical Dances of India, Folk Dances of India UNIT Classical Music of India, Hindustani Music, Carnatic Music, Handicrafts and Textiles of India, Handicrafts of India, Textiles and Handlooms of India Fairs and Festivals of India, Traditional Festivals, Promotional Fairs, Let us Sum up.

UNIT XIV: Introduction, Tourism Potential in the Himalayas, Climatic Variation of the Himalayas, Mountaineering in the Himalayas, Tips for Mountaineering, Mountaineering Institutes and Adventure Sports Clubs, Trekking in the Himalayas, Common Mountaineering and Trekking Tour Itinerary, Darjeeling to Kanchenjunga Trekking Tour Itinerary, Camping and Skiing in the Himalayas, Camping Sites, Camping in Remote Himachal Pradesh, Skiing in the Himalayas, Adventure Water Sports in the Himalayas, River Rafting, River Rafting Tours in Zaskar and Indus, Canoeing and Kayaking Sites in the Himalayas, Other Adventure Sports in the Himalayas, Himalayan Motor Rallying, Rock Climbing, Cycling and Motor Biking in Himalayas, India's Main Desert Areas, Camel Safari Tips, Jeep Safari Camel Festival in Jaisalmer, Camel Safari Tour Itinerary, Let us Sum up.

UNIT XV: Introduction, Coastal Areas of Tourism in India, Background of Indian Coastlines, Major Coasts in India, Unique Coastal Ecosystem, Coral Reefs of India, Water Sports in the Coastal Areas of India, Scuba Diving and Snorkeling in India, Tips about Scuba Diving, General Tips, Springboard Diving and Platform Diving, Water Sports in Goa and Kerala, Beaches of India, Major Beaches in India, Common Beach Tour Itinerary, Andaman and Nicobar Islands, Socio-economic and Cultural Background, Islands and Adventure Water Sports, Places of Tourist Attraction, Communication Network, Andaman and Nicobar Islands Tour Itinerary, Let us Sum up.

UNIT XVI: Introduction, Marketing Concept, Evolution of Marketing Concept, The Basic Marketing Concept, Marketing or Customer Orientation, Market of Segmentation, Product Life Cycle, Marketing Mix, Core Principles of Marketing, Meeting Customer Needs while Meeting Organizational Goals, Nature and Characteristics of Marketing, Eleven Characteristics of a Marketing Orientation and the

Benefits, Marketing Implications, Levels of Marketing, Operation of Marketing within Various Constraints, Strategy and Tactics, Tactical Marketing Planning, Marketing Environment.

UNIT XVII: Marketing as a Process, Stages of Marketing Process, Tourism Destination Decision Processes, Let us Sum up.

UNIT XVIII Introduction, Meaning of Service and Service Enterprises, Failure to Respond to Customer Needs, Unprompted and Unsolicited Employee Actions, Customer Service

UNIT XIX: Classification of Marketing Services, Accommodation Services, Transport Services, Miscellaneous Services, Special Characteristics of Service, Characteristics of Tourism Service with Implications for Marketing .

UNIT XX: Pricing of Tour Packaging, Pricing Strategies, Pricing for Package Holidays, Factors Influencing Pricings, Package Tour and its Rising Demand and Value, Benefits of Packaging to Tourism Operators, Steps Involved in Developing your Package Tour, Packaging: A Tool for Tourism Product Marketing, Designing and Printing of Tour Brochure, Pros and Cons for Tour Brochures Preparation, Quality and Division of Tour Brochures, Stages of the Preparation of Tour Brochure, Let us Sum up.

Reference Books:

1. Marketing Tourism Products: Concepts, issues, cases - Paperback - Illustrated by M. M. Bennett and A. V. Seaton
2. Tourism Business Frontiers: consumers, products and industry (Tourism Futures) - Hardcover Dimitrios Buhalis, Carlos Costa, and Francesca Ford

MBA123H --- Strategic Management

UNIT I: Introduction, What is Strategy, Strategy and Tactics, Characteristics of Strategy, Strategic Thinking, Attributes of Strategic Thinking, Early Writings on Business Strategy, Phases in the Development of Strategic Management, Phase I - Annual Budgeting, Phase II - Long Range Planning, Phase III - Environmental Scanning, Phase IV - Strategic Planning Phase, Corporate Strategic Planning.

UNIT II: Mission-Vision of the Firm, Vision Statement, A Basis for Performance, Reflects Core Values, Way to Communicate, Mission Statements, Preparation of Vision and Mission Statements, Revision of Mission Statements .

UNIT III: Hierarchical Levels of Planning, Setting Objectives, Balance your Objectives, Multiplicity of Objectives, Themes for Objectives, Use Result Oriented Objectives, Quantify your Objectives, Network Objectives, Make them Challenging but Attainable, Other Considerations, SMART Formula, Role of Planning, Strategic Planning Process, Let us Sum up.

UNIT IV: Strategic management practice in India - Introduction, Strategic Management Practice in India, Family Run Corporates, Tata and Ballarpur Industries, Let us Sum up.

UNIT V:Introduction, Competitive and Environment Analysis - to Identify Opportunities and Threat, Competitive and Environment Analysis, Assessing Internal Environment through Functional Approach and Value Chain, Value Chain.

UNIT VI: Primary Activities, How to Use the Value Chain Analysis, Value Chain Analysis, Identifying Critical Success Factors, Critical Success Factors, Let us Sum up.

UNIT VII: Introduction, SWOT Audit, PESTLE Analysis, Case Analysis, Core Competence, Organizational Competencies - Fit Concept, Core Competencies - Stretch Concept, Organizational Capabilities UNIT Stakeholder's Expectations, Quality of Investments.

UNIT VIII: Marketing Capability, Technological Capability of the Firm, Strategic Business Alignment Capability, Scenario Planning, Industry Analysis, Let us Sum up.

UNIT IX: strategy formulation -Introduction, Strategy Formulation, Generic Strategies, Cost Leadership Strategy, Differentiation Strategy, Focus and Niche Strategies, Grand Strategies, Let us Sum up.

UNIT X: Introduction, Strategies of Indian IT Companies, Strategies of the Indian Tata Group, Role of Diversification Means and Forms of Diversification, Why Diversification, Forms and Means of Diversification, Strategic Management Policy.

UNIT XI: Growth of Strategic Thinking in Indian Enterprises, Background, Post Independence, Corporate Houses, Leadership, Structure as Strategy, Concentration of Economic Power, Economic Reform, New Dispensation.

UNIT XII: Governmental Action, Impact on Business Houses, Satisfactory Underperformance, Financial Reforms, Entering the Twenty-first Century, World Class Companies, Let us Sum up.

UNIT XIII: Tools of strategic planning and evaluation - Introduction, Competitive Cost Dynamics, Learning Curve, Experience Curve, BCG Approach UNIT Cash Cow Implication, Discounted Cash Flow Analysis, Benefit-cost Ratios.

UNIT XIV: Sensitivity Analysis, Financial Analysis, Shareholder Value Analysis, Analyzing Risk, Verification Activities, Exit Criteria, Let us Sum up.

UNIT XV: Introduction, IA - BS Matrix, Arthur. D. Little's Life Cycle Approach to Strategic Planning, Assessing Suitability.

UNIT XVI: Life Cycle Analysis, Positioning, Business Portfolio Balancing, Strategic Funds Programming, Let us Sum up.

UNIT XVII: Strategy Implementation -Introduction, Various Approaches to Implementation of Strategy, Factors Affecting Organizational Design, Organizational Culture, Characterizing an Organization's Culture, Matching Organization Structure with Strategy, VIIS Model, Let us Sum up.

UNIT XVIII: Strategy Control -Introduction, Strategic Control Process, Du Pont's Control Model and other Quantitative and Qualitative Tools, Introduction, The Du Pont Model: A Brief History, Example of Applying the "Really" Modified Du Pont Model.

UNIT XIX: Balanced Score Card, Role of the BSC for Strategy Implementation and Performance Measurement, Research Results.

UNIT XX: Building a Scorecard, Issues, M. Porter's Approach for Globalization, Future of Strategic Management, Let us sum up.

Reference Books:

1. Strategic Management: Concepts and Cases: Competitiveness and Globalization by Michael A. Hitt, R. Duane Ireland, and Robert E. Hoskisson
2. Strategic Management: Concepts: Competitiveness and Globalization by Michael A. Hitt, R. Duane Ireland, and Robert E. Hoskisson

MBA125H --- MIS

UNIT I: Introduction, Systems Concepts, Components of Information, What is a System, Case I, Case II, What is an Information System, A Framework for Business Users, Organization as a System, Management, Components of an Information System, Information System Resources, Why Information Systems, The Competitive Business Environment, Why Business Need Information Technology, Emergence of the Global Economy, Transformation of the Business Enterprise, Types of Information Systems, National Level, Company Level, Individual Level Managers and Information Systems.

UNIT II: Role of Information Systems, The Network Revolution and the Internet, New Options for Organizational Design: The Networked Enterprise, Enterprise Resource Planning, Electronic Markets, Let us Sum up.

UNIT III: Introduction, Systems Concepts, System Boundaries, Systems and Sub-systems, Outputs and Inputs, Sub-system Interface, Interface Problems, System and its Environment, System Feedback, System Maintenance, System Stress and Change, Systems Concepts in Business.

UNIT IV: Information System as a Sub-system, Operational Systems, Outputs and Inputs, System Feedback, Sub-system Interface, Validation Checks, Structure of an Enterprise, Some Basic Concepts and Strategies in the Study of Systems.

UNIT V: Classification of Information Systems, Classification by Mode of Data Processing, Classification by System Objectives, Classification based on the Nature of Interaction with Environment, Components of Information Systems, Formal vs. Informal Specifications, Components of Specifications, Using the Systems Approach in Problem Solving, Define the Problem, Gather Data Describing the Problem, Identify Alternative Solutions, Evaluate the Alternatives, Select and Implement the Best Alternatives, Follow up to Determine whether the Solution is Working, Let us Sum up.

UNIT VI: Introduction, What is an Organisation, Salient Features of Organisations, Why Organisations are so much Alike: Common Features, Why Organisations are so Different: Unique Features, Organisations and Environments, Other Differences among Organisations, Business Processes.

UNIT VII: How Organisations affect Information Systems, Decisions about the Role of Information Systems, Information Technology Services, Why Organisations Build Information Systems, The Systems Development Process, How Information Systems affect Organisations, Economic Theories, Behavioral Theories, Let us Sum up.

UNIT VIII: Information Management And Decision Making- Introduction, Three Schools of Management, Technical-rational Perspective, Behavioural Perspective, Cognitive Perspective and Post-modern Era, Knowledge-based View of the Firm.

UNIT IX: Introduction to Decision Making, Levels of Decision Making, Types of Decisions: Structured versus Unstructured, Stages of Decision Making, The Decision Making Process, Individual Models of Decision Making, Rational Model, Psychological Types and Frames of Reference, Organizational Models of Decision Making, Bureaucratic Models, How Information Technology has Changed the Management Process, Traditional and Contemporary Management, Implications for System Design, Let us Sum up.

UNIT X: Introduction, Integration in Business, Role of Enterprise Resource Planning (ERP), International Era, Financial Systems, Logistics, Human Resource Systems, Integration, Customer Relationship Management, Multiple Contact Points, Feedback, Individual Needs and Cross Selling, Workgroup Integration, Announcements, Web Discussion and Surveys, Document Libraries, Tracking Changes, Subscriptions, Approval Routing and Work Flow, Integrating with Legacy Systems, Building a Data Warehouse, Limitations of Data Warehouse, The Internet: Integration of Different Systems, Applications and Concepts, Let us Sum up.

UNIT XI: Introduction, Nature of Tactical and Strategic Information Systems, Tactical Accounting and Financial Information Systems, Cash Management Systems, Capital Budgeting Systems, Investment Management Systems, Strategic Accounting and Financial Information Systems, Financial Condition Analysis Systems, Long-range Forecasting Systems, Marketing Information Systems, Sales Management Systems, Advertising and Promotion Systems, Pricing Systems, Distribution Channel Systems, Competitive Tracking Systems.

UNIT XII: Strategic Marketing Information Systems, Sales Forecasting Systems, Marketing Research Systems, Product Planning and Development Systems, Tactical Production Information Systems, Materials Requirements Planning Systems, Just-In-Time Systems, Capacity Planning Systems, Production Scheduling Systems, Product Design and Development Systems, Manufacturing Resource Planning Systems, Computer Integrated Manufacturing Systems, Strategic Production Information Systems, Site Planning and Selection Systems, Technology Planning and Assessment Systems, Process Positioning Systems, Plant Design System, Tactical Human Resource Information Systems, Job Analysis and Design Systems, Recruiting Systems, Compensation and Benefits Systems, Succession Planning Systems, Strategic Human Resource Information Systems, Workforce Planning Systems, Information Systems Supporting Labour Negotiations, Let us Sum up.

UNIT XIII: Introduction, Transaction Processing Systems, Meaning, Types of Transactions, Characteristics of Transaction Processing Systems, Features of TPS, Process of Transaction Processing System, Processing and Revalidation, Let us Sum up.

UNIT XIV: Information Systems and Strategy - Introduction, The Strategy Development Process, Process in Outline, Managing the Process, Information Systems and Business Strategy, Business Level Strategy and the Value Chain Model, Leveraging Technology in the Value Chain, Information System Products and Services, Systems to Focus on Market Niche, Supply Chain Management and Efficient Customer Response Systems, Firm Level Strategy and Information Technology, Industry Level Strategy and Information Systems: Competitive Forces and Network Economics, Information Partnerships, The Competitive Forces Model, Network Economics, Using Systems for Competitive Advantage: Management Issues, Managing Strategic Transitions, What Managers can do, Let us Sum up.

UNIT XV: Decision Support Systems (DSS) Introduction, Decision Support Systems (DSS), DSS and MIS, Framework of Decisions Support Systems, Need for an Expanded Framework, An Expanded Framework, Types of DSS, Data-Driven DSS, Model-Driven DSS, Knowledge-Driven DSS, Document-Driven DSS, Communications-Driven and Group DSS, Inter-Organizational or Intra-Organizational DSS, Function-Specific or General Purpose DSS, Components of DSS, Overview of a DSS, Examples of DSS Applications, Web-Based DSS, Customer Decision Support on the Internet, Let us Sum up.

UNIT XVI: Artificial Intelligence Introduction, Artificial Intelligence, Artificial Intelligence Family, Why Business is Interested in Artificial Intelligence, Capturing Knowledge: Expert Systems, How Expert Systems Work, Building an Expert System, Problems with Expert Systems, Organizational Intelligence: Case-based Reasoning, Other Intelligent Techniques, Neural Networks, Difference between Neural Networks and Expert Systems, Fuzzy Logic, Genetic Algorithms, Hybrid AI Systems, Intelligent Agents, Let us Sum up.

UNIT XVII: Introduction, Computers and Computer Processing, Mainframes, Mini Computers, Workstation Computers Personal Computers, Super Computers, Computer Networks and Client/Server Computing, Client/Server Computing, Information Technology Trends, Interactive Multimedia, Smart Cards and Microminiaturization, Social Interfaces.

UNIT XVIII: Role of Information Technologies on the Emergence of New Organisational Forms, The Network Structure, Information Technology on the Emergence of Networks, Role of IOS within the Network Structure, Changes in the Business Environment and their Effect on Organisational Design, IT and Organisational Design, IT-enabled Organisational Transformation, Four R's of Business Transformation, Five Levels of IT-induced Reconfiguration, Let us Sum up.

UNIT XIX: Managing Infrastructure and Enterprise Systems -Introduction, Managing IT Infrastructure and Architecture: Enterprise Computing, Basic Concepts of Enterprise Computing, Industrial Networks and Trans-enterprise Systems, Business Drivers: The Changing Business Environment, Technology Drivers: The New Networked Environment, An Ideal Model of Enterprise Computing, Managing the New IT Infrastructure, Elements of the New IT Infrastructure, Key Infrastructure Decisions, Connecting Infrastructure to Strategy: Governance, Dealing with Mergers and Acquisitions, Enterprise Systems, The Vision, The Reality, Industrial Networks and Extended Enterprise Systems, The Vision, The Reality, Steps to Building and Managing ES and IN, Let us Sum up Enterprise Resource Planning (ERP), Introduction, Enterprise Resource Planning, What is ERP, How can ERP Improve a Company's Business Performance, How long will an ERP Project Take, What will ERP Fix in my Business, Will ERP Fit the Ways I do Business, What does ERP Really Cost, Why do ERP Projects Fail so often, How do Companies Organize their ERP Projects, Let us Sum up.

UNIT XX: Information Systems – Security and Control -Introduction, System Vulnerability and Abuse, Threats to Computerized Information Systems, Concerns for System Builders and Users, System Quality Problems: Software and Data, Creating a Control Environment, General Controls, Application Controls, Security and the Internet, Developing a Control Structure: Costs and Benefits, Role of Auditing in the Control Process, Ensuring System Quality, Software Quality Assurance, Let us Sum up, Challenges in Management of Information Systems - Introduction, Learning to Use Information Systems, Strategic Business Challenge, Globalisation Challenge, Information Architecture Challenge, Information Systems Investment Challenge, Responsibility and Control Challenge, Extranets Pack Tough New Challenges for MIS, Let us Sum up Systems Investment Challenge, Responsibility and Control Challenge, Extranets Pack Tough New Challenges for MIS, Let us Sum up.

Reference Books :

1. Management Information Systems (XIth Edition) by Ken Laudon and Jane Laudon
2. Management Information Systems by James A. O'Brien and George M. Marakas

