

SYLLABUS

FOR

EXECUTIVE

MASTER IN BUSINESS

ADMINISTRATION

E-MBA (Executive - MBA)

1. Title of the Program : “**Executive MBA (E-MBA)**”
2. Duration of the Program: **1 Year**
3. Nature of the Program : **Semester System**
4. **Eligibility Conditions :**
 - a. Graduation in any discipline from a Recognized University AND 3 Years of Work Experience in Managerial / Supervisory / Professional (MBBS / LLB / CA & ACS) / Executive cadre in Business , Private or Public Sector Enterprise or Government Sector.
 - b. OR Diploma Holders (10 + 3) of a recognized University / State Technical Board with 5 Years of post qualification work experience (as above)
5. Academic Structure - **As Below**

Executive MBA (With Specialization)

Semester 1st

CODE	SUBJECTS	CREDITS
EMB-101	Principles of Management	5
EMB-102	Managerial Economics	5
EMB-103	Managerial Accounting	5
EMB-104	Financial Management	5
EMB-105	Marketing Management	5
EMB-106	Human Resource Management	5
EMB-107	Organizational Behavior	5
EMB-108	Operations Management	5
EMB-109	Legal Aspects of Business	5
	Total Credits	45

Semester 2nd

CODE	SUBJECTS	CREDITS
EMB-201	Strategy in Business	5
EMB-202	International Business	5
EMB-203	Entrepreneurship	5
EMB-204	Management Information System	5
EMB-205	Elective 1	5
EMB-206	Elective 2	5
EMB-207	Elective 3	5
EMB-208	Elective 4	5
EMB-209	Project Report	5
	Project Viva-Voce	2
	TOTAL CREDITS	47

ELECTIVE SUBJECTS

Human Resource Management

CODE	SUBJECTS	CREDITS
EMBHR-205	Training & Development	5
EMBHR-206	Organizational Development & Team Building	5
EMBHR-207	Industrial Relation	5
EMBHR-208	International HRM	5

Finance Management

CODE	SUBJECTS	CREDITS
EMBFM-205	Corporate Finance	5
EMBFM-206	Investment Management	5
EMBFM-207	Security Analysis & Portfolio Management	5
EMBFM-208	Financial Derivatives	5

IT Management

CODE	SUBJECTS	CREDITS
EMBIT-205	Database Management System	5
EMBIT-206	Structured System Analysis & Design	5
EMBIT-207	E-Commerce	5
EMBIT-208	ERP	5

Marketing Management

CODE	SUBJECTS	CREDITS
EMBMM-205	Services Marketing	5
EMBMM-206	Brand Management	5
EMBMM-207	Industrial Marketing	5
EMBMM-208	Marketing Research & Consumer Behavior	5

Insurance & Banking

CODE	SUBJECTS	CREDITS
EMBIN-205	Principals of Insurance	5
EMBIN-206	Management of General Insurance	5
EMBIN-207	Banking System	5
EMBIN-208	Banking Laws & Practices	5

Operation Management:

CODE	SUBJECTS	CREDITS
EMBOM-205	Materials Management	5
EMBOM-206	Production Technique	5
EMBOM-207	Project Management	5
EMBOM-208	Logistic Management	5

Retail Management

CODE	SUBJECTS	CREDITS
EMBRM-205	Retailing & Retail Formats	5
EMBRM-206	Retail Strategies	5
EMBRM-207	Retail Organization & Managing Retail Personnel	5
EMBRM-208	Retail Merchandise Management	5

Project Management:

CODE	SUBJECTS	CREDITS
EMBPM-205	Project Management Concepts	5
EMBPM-206	Project Planning	5
EMBPM-207	Project Performance, Measurement Control	5
EMBPM-208	Project Evaluation Techniques	5

International Business

CODE	SUBJECTS	CREDITS
EMBIM-205	International Trading	5
EMBIM-206	International Marketing	5
EMBIM-207	World Economy & Globalization	5
EMBIM-208	International Logistic Management	5

DETAILED SYLLABUS

SEMESTER – 1

Subject: EMB-101: Principles of Management

Unit-I

Basics of Management: Definition of Management - Evolution of Management thought – Early & Modern Approaches - Management Vs. Administration – Management Science or Art.- Managers vs. Entrepreneurs-Managers vs. Leaders.

Planning: Nature and Importance- steps in planning- types of plans- Planning premises – Objective- Characteristics and Hierarchy of objectives- Management by objectives- Management by Exception.

Unit-II

Organizing: Nature of organizing- formal and informal organization-structure and process of organizing- authority and responsibility- Delegation of authority- Departmentation and its basis - Decision making-Styles of Decision Making.

Unit-III

Staffing and Directing: Staffing- purpose of staffing- recruitment and selection- training and development- performance appraisal- principles of direction- elements of direction- span of supervision- Motivation- Leadership – Communication.

Unit-IV

Controlling: Concept of Managerial Control - Nature of control - Needs for control - Significance and limitations of control - Types of control - Control process – Control techniques: Traditional and Modern Techniques.

Subject: EMB-102:Managerial Economics

Unit 1: Nature and Scope of Economic Analysis

Importance of Managerial Economics; Concepts of Economics in Decision Making; Nature and Scope of Managerial Economics; Relationship between Managerial Economics, Economics and Other Subjects; Tools and Techniques of Decision Making.

Demand and its Attributes

Demand and its Determinants; Law of Demand; Utility Approaches to the Theory of Demand; Consumer Equilibrium and Demand Curve; Demand Elasticity and Demand Estimates; Aggregate Demand; Demand Forecasting.

Supply and Production Analysis

The Principle of Supply; Elasticity of Supply; Aggregate Supply; Cost and Output Relationship; Production Concept and Analysis; Production Process.

Unit 2: Market Structures and its Analysis

Market Structure; Analysis of Market Structure: Large Group Cases, Monopoly Market Situation, Oligopoly, Monopolistic Competition and Perfect Competition.

National Income Analysis and Economic Welfare

Introduction; Circular Flow and Measurement of National Income; Methods of Measurement of National Income; Economic Welfare and National Income.

Consumption Function, Saving Function, Demand and Supply for Money

The Consumption Function; the Saving Function ; Money; Demand for Money; Multiplier; the Supply of Money.

Unit 3: Foreign Exchange Market, MNCs & International Trade Theory

Introduction; Functions of Foreign Exchange Market; Foreign Exchange and Control; Foreign Exchange Rates; Cost Benefit Analysis of FDI; Role of MNCs in India; International Trade Theories: Absolute Cost Theory, Comparative Cost Theory, Opportunity Cost Theory, Factory Endowment Theory, and Comparative Trade Theory.

Unit 4: Inflation, Inflationary Gap and Measures to Control Inflation

Introduction to Inflation; Inflationary Gap; Demand Pull or Monetary Theory of Inflation; Cost Push Inflation; Other Theories of Inflation; Phillips Curve: The Relation between Unemployment and Inflation; Measures to Control Inflation; Measures of Prices and Inflation; Monetary and Fiscal Policies in Developing Countries.

Trade Barriers and Protectionism

Free Trade vs. Protection; Arguments and Demerits of Protection; Trade Barriers and its Classification; Non Tariff Barriers; Extent and Effects.

Subject: EMB-103: MANAGERIAL ACCOUNTING

Unit 1: Introduction to Financial Accounting

Introduction; Scope and Objectives; Branches of Accounting; Accounting Principles and Standards.

Financial Accounting Framework

Journalizing Transactions: Recording of Transaction, Advantages of Journal, Classification of Accounts and its Rules, Compound Entries; Ledger: Introduction, Posting and its Rules; Trial Balance: Trial Balance Preparation, Errors Disclosed by Trial Balance, Methods of Locating Errors in Trial Balance.

Unit 2: Basic Principles of Preparing Final Account

Capital Expenditure; Revenue Expenditure; Deferred Revenue Expenditure; Capital Receipts; Income Statements: Profit and Loss Statement; Balance Sheet; Final Accounts: Adjustments.

Concept of Management Accounting

Principles, Functions and Scope of Management Accounting; its Limitations; Management Accountant: Functions; Basic Cost Concepts; Components of Total Cost; Elements of Cost and Cost Sheet; Methods, Systems and Techniques of Costing.

Unit 3: Cost Accounting

Marginal Costing: Introduction, its Theory and Features, its Advantages and Disadvantages; Absorption Costing; Break - Even Analysis; Cost Volume Profit (CVP) Relationship; Basics of Break Event Point (BEP); CVP Analysis; Marginal Costing and Decision Making; Marginal Costing vs. Pricing.

Tools of Financial Analysis

Budgets: Introduction, Advantages and Disadvantages, Essentials of Budgetary Control, Budget Manual and its Working, Budget Key Factor; Fixed and Flexible Budgets; Functional and Master Budgets: Sales and Cash Budget; Zero Based and Incremental Budgets.

Unit 4: Techniques of Costing – Part I

Target Costing; its Relation to New Product Development, Cost – Plus Pricing , and Activity Based Costing; Transfer Pricing; Cost Based Transfer Pricing; Transfer Pricing Law in India.

Techniques of Costing – Part II

Responsibility Accounting (RA): Introduction, Steps involved in RA, Advantages, Cost Centers vs. Responsibility Centers; Value Added Accounting; Inflation Accounting: Current Purchasing Power Method (CPP), Methods of Accounting for Changing Prices; Human Resources Accounting (HRA): Relevance and Models of HRA.

Techniques of Costing – Part III

Standard Cost; Advantages and Limitations of Standard Costing; Determination of Standard Costs; Cost Variance Analysis: Cost Variances, Causes, Types and Uses of Variances, Labor Variances, Material Cost and Labor Cost Variance Analysis, Sales Variance Analysis; Budgetary Control and Monitoring; Cost Audit and Management Audit; Cost Audit Report; Management Audit.

Subject: EMB-104:Financial Management

Unit-I

Financial Management – Introduction to finance, objectives of financial management – profit maximization and wealth maximization. Changing role of finance managers. rganisation of finance function .

Unit-II

Time value of money – Time Lines & notation, Future value of single cash flow & annuity, present value of single cash flow, annuity& perpetuity. Risk and Return – Risk & return of single asset, portfolio, Measurement of market risk.

Sources of long term funds

Cost of capital – basic concepts. Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM model). Cost of retained earnings. Determination of Weighted average cost of capital (WACC) and Marginal cost of capital.

Unit-III

Investment decisions — Investment evaluation techniques – Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, Discounted pay back

period , Accounting rate of return. Estimation of cash flow for new project, replacement projects.

Working capital management – factors influencing working capital requirements. Current asset policy and current asset finance policy. Determination of operating cycle and cash cycle. Estimation of working capital requirements of a firm.(Does not include Cash, Inventory &Receivables Management)

Unit-IV

Capital structure decisions – Planning the capital structure. (No capital structure theories to be covered) Leverages – Determination of operating leverage, financial leverage and total leverage..

Dividend policy – Factors affecting the dividend policy - dividend policies stable dividend, stable payout.

Subject: EMB-105:Marketing Management

Unit-I

Marketing Concepts - Approaches to Marketing - Study Approaches and Functional Approaches - Marketing Process - Functions of Marketing

Unit-II

Marketing Planning - Nature, Process and Contents of Marketing Plan - The changing marketing environment - Analyzing needs and trends in Macro Environment, Economic Environment, Technical Environment, Political Environment and Socio-cultural Environment

Sales Forecasting - Methods - Market Research - Scope, Obstacles in acceptance

Unit-III

Consumer Behaviour - Factors influencing buyer behaviour - Buyer decision process - Consumer Psychology - Industrial Buyer behaviour Vs. Domestic Buyer behaviour - Customer satisfactions Vs. Customer delight - Consumer value and satisfaction

Dealing with competition - Identification and Analysis of Competitors

Unit-IV

Market segmentation - Bases for market segmentation of consumer goods, industrial goods and services - Market Targeting and positioning strategies

Market Evaluation and Controls - Types, process, obstacles to marketing control - Marketing Audit - Marketing Ethics

Subject: EMB-106: Human Resource Management

Unit 1:- HRM- Introduction, meaning, definition, nature and scope of HRM and HRD, evolution of HRM, Difference between Personnel Management and HRM, features of HRM, HRM functions, objectives of HRM, policies, procedures and Programmes, practices, Organization of HRM, line and staff responsibility role of personnel manager and HR manager, qualities of HR, HR Manager as a Strategic partner, factors influencing HRM, Opportunities and Challenges in Human Resource Management.

Unit 2: -

Job design: definition, approaches, job design options; Job analysis: definition, process, benefits of job analysis HR planning: introduction, objectives of HRP, linkage of HRP to other plans, definition and need for HRP, benefits of HRP, factors affecting HRP, process, problems and limitations of HRP

Unit 3:-

Recruitment: definition, objectives, subsystems, factors affecting recruitment policy, centralized and decentralized recruitment, recruitment Organisation, recruitment sources, recruitment techniques, recruitment process, cost benefit analysis of recruitment sources.

Unit 4:-

Selection, placement and Induction: meaning, definition of selection, essentials of election procedure, significance of selection process and organizational relationship, selection procedure, various types of tests (aptitude, achievement, situational, interest, personality), different types of interviews and interview process, means to make interview effective, medical exams, reference checks, final decision, employment, placement and induction.

Unit 5:-

Performance management: Introduction, meaning, need, purpose, - objectives, contents of PAS, appraisers and different methods of appraisal, uses of performance appraisal, limitations and problems of performance appraisal, 360 degree Appraisal, post appraisal feedback.

Unit 6:-

Human Resource Development: Introduction, definition, concepts, activities Training and development: meaning of T & D, importance of training, benefits of training, need and objectives, assessment of training needs, areas of training, training methods, on-the job and off-the-job training, advantages of training, training procedures and final evaluation. Employee mobility: Internal mobility: Introduction, meaning, different types Promotion: meaning, purpose, bases of merit, seniority, merit cum seniority, benefits, problems, promotion policy. Transfer: meaning, purpose, types, reasons, benefits, Demotion: meaning, need for demotion policy. Career planning and Development: meaning, need, career development actions. External mobility: Introduction, meaning, types. bsenteeism- Meaning, types, causes, calculation, minimizing absenteeism. Employee attrition-meaning, reasons, calculation of attrition rate, retention strategies, managing separations and right sizing-voluntary and involuntary separations.

Unit 7:-

Compensation & Benefits Administration: Compensation Management: - Introduction, definition, need for sound salary administration, objectives, factors affecting ages/ salary levels, job evaluation, wage salary survey, salary structure, salary fixation, incentives, profit sharing, bonus concepts, ESOPs, pay for performance, Benefits administration, employee welfare and working conditions-statutory and voluntary measures,

Unit 8:-

Industrial peace and harmony: Discipline maintenance, Grievance Handling, Workers participation in management, maintaining good human and industrial relations, benefits accrued by the organization due to the development of congenial environment.

Subject: EMB-107:ORGANIZATIONAL BEHAVIOUR**Unit1: Behavior of Individuals**

Nature of Organizational Behavior; Learning: Basic Nature of Learning, Theories, Classical Conditioning, Reinforcement; Individuals and Physical Ability; Theories of Perception and Personality; Measures of Personality.

Unit 2: Motivation and Leadership

Introduction; Motivational Factors; Motivational Theories; Applications of Motivation in Organizations; Leadership and Approaches to Leadership; Management and Leadership.

Unit 3: Group Dynamics

Types of Groups; Group Structure; Groups and Teams; Stages of Group Development; Group Decision Making Techniques; Understanding Work Teams; Types of Teams; Group Dynamics and Organizational Politics.

Organizational Culture

Introduction; Nature and Functions of Organizational Culture; Cultural Control Mechanisms; Culture: Conceptual Framework.

Unit 4: Organizational Issues

Typology and Evolution of Organizational Culture; Forces and Key Roles; Behavioral Resistance to Change; Work Stress and Stress Management.

Subject: EMB-108:Operations Management**Unit-I**

An Overview of Operations Management: Facilities planning; Production selection; Process selection; Facilities location; Facilities layout and materials handling; Capacity planning.

Unit-II

Operation Planning and Control: Work design; Productivity and work style; Job design; Planning and control for mass production; Planning and control for batch production; Planning and control for shop production; Planning and control of purchase.

Unit-III

Materials Management: Purchase system and procedure; Inventory management; Stores management; Standardization, codification and variety reduction; Waste management.

Unit-IV

Maintenance Management and Reliability; Value engineering; Quality assurance; Quality control; Total Quality Management and World Class Systems Management(WCSM).

Subject: EMB-109:Legal Aspects of Business

Unit 1: Law of Contract

Law of Contract – Indian Contract Act 1872; Definition – Contract; Essentials of a Valid Contract; Classes of Contract; Question; Offer or Proposal; Essentials of a Valid Offer; Questions; Acceptance; Rules Regarding Acceptance; Termination of Offer. Contractual Capacity; Minors; Persons of Unsound Mind; Coercion; Undue Influence; Fraud; Misrepresentation; Mistake; Consideration; Rules Governing Consideration; Privacy of Contract; Lawful Object; Discharge of Contract; Remedies for Breach

Unit 2: Law of Agency

Law of Agency; Essentials of agency; Agent and servant distinguished; Kinds of agent; Creation of agency; Duties of agent; Rights of the agent; Personal liability of agent; Termination of agency

Sale of Goods Act

Definition and Essentials; Sale and Agreement to Sell; Kinds of Goods; Conditions and Warranties; Implied Conditions; Implied Warranties; Doctrine of Caveat Emptor; Rights of an Unpaid Seller

Unit 3: Negotiable Instruments Act

Negotiable Instruments Act; Definition; Features; Promissory Notes; Definition; Essentials; Bill of Exchange; Definition; Essentials; Cheque; Definition; Distinction between a Cheque and a Bill of Exchange; Bank Draft and Hundis; Parties to Negotiable Instruments; Holder; Holder in Due Course; Negotiation of Negotiable Instruments; Modes of Negotiation; Dishonour and Discharge; Dishonour of Negotiable Instruments; Discharge of the Instrument and Parties

Unit 4: Company Law

Companies Act; 1956; Definition; Characteristics of Company; Types of Companies; Formation for a Company; Share Capital; Company Management; Meetings

SECOND SEMESTER

Subject: EMB-201:STRATEGY IN BUSINESS

UNIT -I INTRODUCTION OF STRATEGIC MANAGEMENT

Definition and applications of purpose. Vision, Mission, Objectives, Goals, Concept and process of Strategic Management, Strategic Business unit.

UNIT -II ROLE OF TOP MANAGEMENT

Top management, consultant of Top Management-Board of Directors, Sub-Committee, chief Executive officer, the Task, Responsibilities and skills of the Top Management, Role and Skills of CEO.

UNIT -III COMPANY RESOURCES AND CAPABILITIES

Environment Scanning, SWOT Analysis, Internal and External environmental Analysis, Competition Analysis, Porter's Approach to Generic Strategies, Five force theory, competitive Advantage, Value chain Analysis.

UNIT -IV STRATEGY CHOICE, FORMULATION AND CONTROL

Business strategy, corporate strategy, diversification, Mergers, Acquisitions, Joint Ventures, Divestment, BCG, GE Matrix, Overview of strategic evaluation and control.

Subject: EMB-202:International Business

Unit-I

International Business Environment – Globalization – Forces, Meaning, dimensions and stages in Globalization – Introduction to theories of International Trade by Adam Smith, Ricardo and Ohlin & Heckler – Trading Environment of International Trade – Tariff and Non-tariff Barriers – Trade Blocks – Rise of new economies like Japan, South East Asia and China as compared to India.

Unit-II

Country Risk Analysis – Political, Social and Economic – Cultural and Ethical practices – Halsteade model - Responsibilities of International Business Managing Multinational Enterprises – Problems and Potential – Multinational Service Organizations – Indian companies becoming Multinationals – Potential, Need and Problems

Unit-III

Introduction to International Financial Management – Balance of Trade and Balance of Payment – International Monetary Fund, Asian Development Bank and World Bank – Financial

Markets and Instruments – Introduction to Export and Import Finance – Methods of payment in International Trade – Introduction to current EXIM policy.

Unit-IV

Bilateral and Multilateral Trade Laws – General Agreement on Trade and Tariffs, GATT), World Trade Organization – IPR, TRIPS, TRIMS, GATS – Ministerial Conferences.

International Marketing – Entry strategies – Market selection – Barriers Global sourcing and its impact on Indian Industry – Globalization and internal reform process – India's competitive advantage in industries like IT, Textiles, Gems & Jewellery etc. – Potential and threats

Subject: EMB-203:ENTREPRENEURSHIP

UNIT -I INTRODUCTION TO ENTREPRENEURSHIP

Concepts of Entrepreneurship Development, Evolution of the concept of entrepreneur Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur vs. Manager. Attributes and Characteristics of a successful Entrepreneur, Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development Entrepreneurial Culture.

UNIT -II CREATING & STARTING THE ENTREPRENEURIAL VENTURE

Business Planning Process, Environmental Analysis - Search and Scanning, Identifying problems and opportunities, Defining Business Idea - Sources of new ideas, methods of generating ideas, creating problem solving, product planning and development process.

UNIT - III FINANCING AND MANAGING THE NEW VENTURE

Sources of capital, Record keeping, recruitment, motivating and leading teams, financial controls. Marketing and sales controls. E-commerce and entrepreneurship, Internet advertising.

UNIT- IV ENTREPRENEURSHIP CASES

Why do Entrepreneurs fail - The FOUR Entrepreneurial Pitfalls (Peter Drucker) Case studies of Successful Entrepreneurial Ventures, Failed Entrepreneurial Ventures and Turnaround Ventures. Women Entrepreneurs: - Reasons for Low / No Women entrepreneurs.

Subject: EMB-204:MIS -MANAGEMENT INFORMATION SYSTEM

UNIT -I MANAGEMENT INFORMATION SYSTEM

MIS- Meaning, objectives, Role, Impact, Design and implementation .Approaches to MIS development. Strategic MIS – Success and failure of MIS

UNIT -II DATABASE MANAGEMENT

Meaning of Information, its characteristics and Information resources Management. Information System – TPS, MIS, ISS, OAS. DBMS – Objectives, Models and Relationship with in a data model.

UNIT -III DECISION SUPPORT SYSTEMS.

Decision Making: Meaning, types, .decision support system, characteristics, Types, components, functions and Models.

UNIT -IV SYSTEM ANALYSIS AND DESIGN

System, Types, Need, System Development Life Cycle (SDLC), System Maintenance, Limitations of SDLC.

DETAILED SYLLABUS ELECTIVE SUBJECTS

Human Resource Management

CODE	SUBJECTS	CREDITS
EMBHR-205	Training & Development	5
EMBHR-206	Organizational Development & Team Building	5
EMBHR-207	Industrial Relation	5
EMBHR-208	International HRM	5

Subject: EMBHR-205 : Management Training & Development

Unit 1: Conceptual Framework of Training-I

Introduction to Training Development and Education; Objectives of Training; Areas of Training, Drawbacks and Problem of Training; Significance of Training; Training Manual; Learning and Learning Styles; Learning process: A Few Good Learning Theories

Unit 2: Conceptual Framework of Training-II

Adult Learning; Learning styles elements and profiles; Principles of Effective Training and Learning; Effective Training; Collection of Articles

Unit 3: Approaches to Training

Approaches to Training; Training Procedure; Training Need; Assessment; Training for Performance; Training Room Design; Role and Responsibilities of HRD and Training Specialist.

Unit 4: Designing Training Plan

Objectives of Designing Training Plan; Competency Based HRM/Training; Competency Psychology Designing & Conducting Specific T & D Programmes; New Employee Training.

Unit 5: Methods and Styles of Training I

Introduction to Training Methods and Techniques; Sensitivity Training; On the Job Training; Basic Teaching and Presentation Skills.

Unit 6: Methods and Styles of Training II

Training Methods; Criteria for Method Selection; Relationship between Principles of Teaching and Learning Methods; Computer Based Training (CBT).

Unit 7: Evaluation of Training

Introduction; Concept and Principles; Evaluation of Training; Evaluating Training and Results.

Unit 8: Methods of Evaluation & Training Assessment

Program Evaluation; Planning the Program Evaluation; Levels of Evaluation Methods of Evaluation; Feedback and Assessment; Evaluating Training Staff; Assessing the ROI of Training, Tutorial.

Unit 9: Management Training & Development

Management Development; Employee Training & Coaching; Mentoring and Coaching; ROI of Management Training; Training Practices; Train the Trainer; Training for Diversity.

Subject: EMBHR-206 :Organizational Development & Team Building

Unit 1: Overview of Organizational Development

What is Organizational Development? Objectives and Characteristic Features of OD; Emergence of OD; Foundations of Organizational Development; Organization as Changing Entity; Life Cycle of Organizations; Implications of OD Values and Assumptions.

Unit 2: Theory and Management of Organizational Change - I

Introduction to Management of Change; Environmental Factors of Organizational Change; Technology and Change; Reasons for Change in Business Environment; the Process of Change; Managing Organizational Change.

Unit 3: Theory and Management of Organizational Change - II

Resistance to Change; Approaches to Planned Change; Key Roles in Organizational Change; Implementation Team, Key Roles in Change Functions and Skills; Successful Change Agency.

Unit 4: Theory of Organization Change and Development

Introduction to Organizational Development; Nature and Objectives of OD; Themes and Characteristic Features of OD.

Unit 5: Management of Organization Change and Development

History and Evolution; Values of OD Change Consultants; Evaluation of Organizational Change; Limitations and Prerequisites to Success of OD,

Unit 6: Organization Diagnosis

Organization Diagnosis: Concept, Nature, Issues and Methods; Quantitative and Qualitative Methods.

Unit 7: Organization Intervention

Objectives; Concept of Organization Intervention; Types of Intervention; Focus of the Intervention.

Unit 8: Latest Trends of Organizational Development

Emerging Conceptual Model of OD; Emerging OD Skills.

Unit 9: Future of Organizational Development

Latest Views and Approaches in OD of Management Gurus; Organizations of Tomorrow; Projections of Management Experts.

Subject: EMBHR-207 :Management of Industrial Relation

Unit 1: Industrial Relations Strategy

Evolution of Industrial Relation; Industrial Relations; Relations Strategy; Future of Industrial Relations in India.

Unit 2: Types of Unions

Historical Evolution and Aspects of Trade Union in India; Approaches to Trade Union, Types of Union, Functions of Trade Unions.

Unit 3: Industrial Dispute Act

National Level Federations; the Industrial Dispute (Central) Rules, Central ID Rules, 1957.

Unit 4: Trade Unions Act 1926

The Trade Union Act 1926.

Unit 5: Wage Fixation Method

Concept of Collective Bargaining; Stages and Prerequisites for Collective Bargaining; Collective Bargaining as a Wage Fixation Method.

Unit 6: Collective Bargaining

Types of Collective Bargaining and Studies in Collective Bargaining; Approaches and Nature of Grievances; Causes, Procedure and Grievance; Redress Mechanism; Case Study.

Unit 7: Disciplinary Proceedings

Judicial Approaches to Discipline; Disciplinary Proceedings; Domestic Enquiry and Award of Punishment; Nature of Conflict and its Manifestations; Labor Administration Machinery.

Unit 8: Industrial Disputes Act 1947

Inter Industry Propensity for Strikes; Strike Patterns; Environmental Influence: Arbitration, Conciliation, Adjudication, Unfair Labor Practices; Case Study; Industrial Disputes Act 1947; Evolution and Nature of Participation; Prerequisites for Successful Participation.

Unit 9: Limitation of Participation

Degree of Influence and Involvement; Forms of Participation; Impact of Participation; Limitation of Participation; Current Trends in Participation in Indian Industries; Case Study.

Subject: EMBHR-208 : International HRM

Unit -1: Introduction to IHRM Definition, reasons for going global, Approaches to IHRM, Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM, Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model, Internationalization of HRM: Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM Linking HR to International expansion strategies, The Challenges of International Human Resource Management

Unit-2: Strategies for International Growth: Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, the limits of global integration becoming locally responsive: The roots of responsiveness, understanding diversity, responding to diversity, the challenges of localization

Unit-3 : Recruitment, Selection and staffing in International context: International Managers- parent country nationals, third country nationals, host country nationals, advantages and disadvantages of different selection methods, different approaches to multinational staffing decisions, recruitment methods using head-hunters, cross-national advertising, e-recruitment; Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues.

Unit-4 : A conceptual background, Constraints in goal attainment, performance management cycle, models, performance and appraisal in IHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management

Unit-5 : Context Backdrop of international training, Current scenario in international training and development, training & development of international staff, types of expatriate training, HCN training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.

Unit-6: International Labour Relations: Key issues, response of labour unions to MNCs

REFERENCE BOOKS:

1. International Human Resource Management, K Aswathappa, Sadhna Das, Mc Graw Hill Companies
2. International Human Resource Management, Tony Edwards, Chris Rees, Person Education
3. International Human Resource Management - Monir H Tayeb – Oxford University Press - 2005.
4. International Human resource Management – PL Rao, Excel Books

Finance Management

CODE	SUBJECTS	CREDITS
EMBFM-205	Corporate Finance	5
EMBFM-206	Investment Management	5
EMBFM-207	Security Analysis & Portfolio Management	5
EMBFM-208	Financial Derivatives	5

Subject: EMBFM-205 : Corporate Finance

Unit-1: Valuation

Nature of Financial Management-Concepts of Value and Return-Valuation of Bonds and Shares-Risk and Return:An overview of Capital Market Theory

Unit-2: Investment Decisions

Capital Budgeting Decisions-The Cost of Capital-Determining Cash Flows for Investment Analysis

Unit-3: Financing and Dividend Decisions

Financial and Operating Leverage-Capital Structure Theory and Policy-Valuation and Financing-Dividend Theory-Dividend Policy

Unit-4: Long-Term Financing

Capital Market Efficiency and Capital Markets in India-Long-Term Finance: Shares, Debentures and Term Loans-Convertible Debentures and Warrants-Asset-Based Financing: lease, Hire Purchase and Project Financing-Venture Capital Financing.

Unit-5: Financial and Profit Analysis

Financial Statements and Cash Flow Analysis Financial Statements Analysis-Financial Planning and Strategy.

Unit-6: Working Capital Management

Principles of Working Capital Management Receivables Management and Factoring Inventory Management Cash Management Working Capital Finance

Unit-7: Managing Value and Risk

Corporate Restructuring, Mergers and Acquisitions. Derivatives for Managing Financial Risk. International Financial Management. Shareholder Value and Corporate Governance. Financial Management in Government Companies

Subject: EMBFM-206 : Investment Management

UNIT I: Investment _ Meaning and process of Investment Management –Speculation
Investment Avenues in India.

UNIT II: Risk and Return – Historical and Expected return – Measurement – Risk
and its measurement – Systematic and Unsystematic risk – Types –Measurement and
significance of Beta.

UNIT III: Security Valuation – Bond, Equity and preference share valuation – Yield to
maturity- Bond value theorems.

UNIT IV: Fundamental and Technical Analysis – Economy, Industry and Company analysis –
Tools for technical analysis.

UNIT V :

Portfolio Selection, performance evaluation and portfolio revision-Formula plans. – Capital
Asset Pricing Model (CAPM)

Subject: EMBFM-207 : Security Analysis & Portfolio Management

Unit 1: Overview of Investment

Concept of Investment; Various Investment Alternatives; Application of Investment Alternatives; a
Case Study on Investment Alternatives.

Unit 2: Overview of Risk Management

Concept of Risk Management; Analysis of Risk Management; a Case Study on Risk Management.

Unit 3: Equities in India

Basic of Stocks; Different Types of Stocks; National Stock Exchange; Trading of Equities.

Unit 4: Trading of Securities

Introduction to Markets and their Functions; Development of Securities Market in India; SEBI and
its Role in Primary and Secondary Market; SEBI and its Functions; a Case Study on OTCBB.

Unit 5: Analysis and Valuation of Debt and Equity

Introduction to Bonds; Embedded Options; Analysis of Bond, Relationship between Price and
Yield; a Case Study on Mirage Resorts: Refunding a Bond Issue, Various Models of Stock
Valuation, Concept of Credit Rating, Analysis of Credit Rating Framework, Rationales of
Rating; Case Study: Aether Systems - Common Stock Valuation; the Variable Growth Model.

Unit 6: Security Analysis and Valuation: Fundamental and Technical Analysis

Stock Prices Change; its Causes; Effect of Macroeconomics Variable on Stock Market; Difference between Technical and Fundamental Analysis; Company Analysis; Basics and usefulness of Technical Analysis; Case Study: Coca Cola.

Unit 7: Efficient Market Hypothesis

Introduction; Concept of Market Efficiency; Tests of Efficient Market Hypothesis; Case Study: EBay- Stock Market Efficiency.

Unit 8: Portfolio Management

Introduction to Portfolio Management; Relation between Risk and Return; Optimal Portfolio; Capital Asset Pricing Model; its Valuation and Validity; Case Study: Nations Bank - Valuation: Stock Valuation: the Gordon Growth Model; Portfolio Evaluation; Case Study: Vanguard - Mutual Funds and Taxes.

Unit 9: Articles

Bonds and Bond Funds; Nate Pile's Small Cap Classroom; Dangers of Inaction; Bond with the Best; Take your Time to Plan Investment.

Subject: EMBFM-208 : Financial Derivatives

Unit -1: Definition of Derivative Securities- Brief history of derivatives, Evolution of Commodity, Currency, Stocks and Interest Rate Derivatives, Structure of derivative markets, forwards, futures, options, swaps etc. Reasons for trading: risk management, speculation and arbitrage.

Unit-2: Market Characteristics- Futures and Options contract specifications, underlying asset, contract size, and delivery specifications. Marking to market using margin accounts. Familiarizing with market quotes. Interest rate derivatives, Contractual specification: floating and fixed rate. Valuation of interest rate derivatives.

Unit-3 : Derivatives Pricing Theory- Option Pricing: Black-Scholes formula for option pricing: derivation and properties. Volatility: estimated vs. implied, options on dividend-paying assets, warrants and convertibles.

Unit-4: Risk Analysis and Management- Risk Measurement and Management Framework, Option's delta, gamma, Vega, theta, rho. Hedging with futures. Derivatives Disclosure: Accounting Issues in Derivatives.

Unit-5:Options and Futures Applications in India- Structure of Indian stock markets and the operational efficiency of options and futures, determination of the fair value of futures and options prices.

IT Management

CODE	SUBJECTS	CREDITS
EMBIT-205	Database Management System	5
EMBIT-206	Structured System Analysis & Design	5
EMBIT-207	E-Commerce	5
EMBIT-208	ERP	5

Subject: EMBIT-205:Database Management System

Unit 1: Introduction to Database

Evolution of Database; Disadvantages of File Processing System.

Unit 2: Data Models

Data Models: Hierarchical Model, Network Model, and Relational Model.

Unit 3: Functional Dependencies

Relational Algebra; Data Integrity; Functional Dependencies.

Unit 4: Normalization - Part I

Concept of Redundancy (Updation Anomalies); Introduction of Normalization.

Unit 5: Normalization – Part II

Normalization; Types of Normalization; Features of Normalization.

Unit 6: Query Languages

A Commercial Query Language – SQL, SQL; Support for Integrity Constraints.

Unit 7: Database Design

Database Design Including Integrity Constraints; Multi-user Database Application; Two and Three Tier Architecture.

Unit 8: Performance Calculation

Performance Criteria; Storage and Access Method; Indexing and Hash Look Up; Query Processing and Query Optimizer; Language Support for Optimizer.

Unit 9: Transaction Processing

Transaction Processing; Atomicity Consistency Independence and Durability (ACID) Principle; Concurrency Anomalies.

Unit 10: SQL

Serializability; Locks; Backup and Recovery; Checkpoint; SQL Support; Database Security Issues; Level of Security.

Subject: EMBIT-206: Structured System Analysis & Design**Unit 1: SDLC**

System Development Life Cycle: Analysis, Design, Coding; Testing and Documentation.

Unit 2: Role in S/W Development

Prototyping; Role of System Analyst; Other Players of the System and their Functions.

Unit 3: System Planning

System Planning and Initial Investigation; Information Gathering.

Unit 4: Tools

Tools of Structured Analysis; Feasibility Study; Steps of Feasibility Study.

Unit 5: Cost / Benefit Analysis

Cost / Benefit Analysis; Process and Stages of System Design.

Unit 6: Prototypes

Input Design and Prototyping; Output Design and Prototyping.

Unit 7: Database Design

Introduction to Database Design; Properties.

Unit 8: Testing and Quality Assurance

Introduction to User Interface Design; Introduction to Testing and Quality Assurance; Implementation and Software Maintenance.

Unit 9: Project Scheduling

Project Scheduling and Monitoring; User Training and Parallel Run; Introduction to Documentation.

Unit 10: H/W & S/W selection

Hardware / Software Selection; Security; Disaster; Recovery and Ethics; Object Oriented Analysis.

Subject: EMBIT-206:E-Commerce

Unit 1: Introduction to E - Commerce

Introduction; Definition; Brief history of E Commerce; Forces fueling E-Com; E-Com Vs E-Business; Challenges in E – Commerce; E-Business Communities.

Unit 2: Introduction to E - Business

Model for E-Business: Channel Reconfiguration, Transaction, Event, and Market Segment Aggregation; Value Chain Integration, Strategic Model; E-Com Industry Framework; Information Superhighway; Types of E-Com; E-Business Trident: E-SCM, E-CRM, and E-RP.

Unit 3: E - Security

Firewalls & N/W Security; Type of Firewall, Security Policies; Emerging Firewall Management Issue; Transaction Security; Types of Online Transactions; Requirement for Online Transactions; Encryption & Transaction Security; Secret – Key Encryption; Public Key Encryption; Implementation & Management Issues; WWW & Security; Netscape’s Secure Socket Layers; Security & Online Web Based Banking Security.

Unit 4: Electronic Payment System

Overview of E-Payment System; Digital Cash, Properties; Electronic Check & Benefits; Online Credit Card System; Types of Credit Card Payments; Secure Electronic Transactions (SET).

Unit 5: Other Electronics Financial Systems

Other Emerging Financial Instruments; Debit Card and Point of Sale (POS); Debit Card and E - Benefit Transfer; Smart Cards; Electronic Fund Transfer; Intelligent Agents.

Unit 6: E–Com Banking

Electronic Commerce and Banking; Home Banking History; Banking via Online Services; Management Issues in Online Banking.

Unit 7: E–Com Retailing and Publishing

Electronic Commerce and Retailing; Management Challenges in Online Retailing; Electronic Commerce and Online Publishing; Advertising and Online Publishing.

Unit 8: Internet Marketing

Introduction: Definition and Scope; the 7 Stages of Internet Marketing; Critical Success Factors for Internet Marketing.

Unit 9: E-Com Strategies

E-Commerce Strategies for Development; Element of National E-Commerce Strategies; Legal and Regulatory Issues; E-Commerce and Sales Strategy.

Subject: EMBIT-208:Enterprise Resource Planning (ERP)

Unit-1: Enterprise Resource Planning –Introduction ,Meaning & Need of ERP, Advantages of ERP, Growth of ERP.

Unit -2: ERP and Related Technologies - Business process Reengineering (BPR), Management Information System (MIS) ,Decision Support Systems (DSS), Executive Support Systems (ESS), Data Warehousing, Data Mining, Online Analytical Processing (OLTP), Supply Chain Management (SCM)

Unit-3: ERP modules & Vendors- Finance Production planning, control & maintenance Sales & Distribution ,Human Resource Management (HRM),Inventory Control System Quality Management, ERP Market

Unit-4: ERP Implementation Life Cycles-Evaluation and selection of ERP package Project planning, Implementation team training & testing End user training & Going Live, Post Evaluation & Maintenance

Unit-5: ERP Case Studies- Post implementation review of ERP Packages in Manufacturing, Services, and other Organizations

Books Recommended:-

Enterprise Resource Planning - Alexis Leon

ERP Ware: ERP Implementation Framework –

V.K. Garg & N.K. Venkitakrishnan

ERP: By Leon, ERP Concepts and Planning - Garg & Venkitakrishnan

MARKETING MANAGEMENT

CODE	SUBJECTS	CREDITS
EMBMM-205	Services Marketing	5
EMBMM-206	Brand Management	5
EMBMM-207	Industrial Marketing	5
EMBMM-208	Marketing Research & Consumer Behavior	5

Subject: EMBMM-205: Services Marketing

UNIT 1

Introduction to services: What are services, Why service marketing, Difference in goods and service in marketing, Myths about services, Concept of service marketing triangle, Service marketing mix, GAP models of service quality

UNIT 2

Consumer behaviour in services: Search, Experience and Credence property, Customer expectation of services, Two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services Customer perception of services- Factors that influence customer perception of service, Service encounters, Customer satisfaction, Service quality, Strategies for influencing customer perception

UNIT 3

Understanding customer expectation through market research: Using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies, Market segmentation-Process & targeting in services, Retention strategies- Monitoring relationship, 3 levels of retention strategies

UNIT 4

Customer defined service standards: “Hard” & “Soft” standards, Process for developing customer defined standards Leadership & Measurement system for market driven service performance- Key reasons for GAP 2- service leadership- Creation of service vision and implementation, Service quality as profit strategy, Role of service quality in offensive and defensive marketing Service design and Positioning - New service development – types, stages. Service blue printing- Using & reading blue prints. Service positioning – positioning on the Five dimensions of service quality, Positioning on service evidence

Subject: EMBMM-206: Brand Management

Unit 1

1. Product Management- What is a Product- Product Personality, Types of Products- Product Line, Product Mix.

2. Product Development- What is a Product- Factors influencing design of the product- Changes affecting product management- Developing Product Strategy; Setting objectives & alternatives, Product strategy over the lifecycle, Customer analysis, Competitor analysis, Design of manufacture.

Unit 2

3. New product development- Product Differentiation and Positioning strategies

4. Market Potential & Sales Forecasting- Forecasting target market potential and sales- Methods of estimating market and sales potential, Sales forecasting, planning for involvement in international market.

Unit 3

5. Brand Management- What is a Brand- Brand Development: Extension, Rejuvenation, Re launch- Product Vs Brands, Goods and services, Retailer and distributors, People and organization, Brand challenges and opportunities, The brand equity concept, Identity and image.

6. Brand Leveraging & Brand Performance- Establishing a brand equity management system, measuring sources of brand equity and consumer mindset, Co-branding, celebrity endorsement.

Unit 4

7. Brand Positioning & Brand Building- Brand knowledge, Brand portfolios and market segmentation- Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values.

8. Designing & Sustaining Branding Strategies- Brand hierarchy, Branding strategy, Brand extension and brand transfer- Managing brand over time.

CASES/CASELETS TO BE INCORPORATED IN QUESTION PAPER

Subject: EMBMM-207: Industrial Marketing

Unit 1

Nature of Industrial Marketing: Industrial Marketing Vs. Consumer Marketing Relational approach to Industrial Marketing- The Nature of Industrial Demand & Industrial Customer

2. Types of Industrial Products: Major Equipment; Accessory Equipment; Raw and Processed Materials; Component Parts and Sub- Assemblies; Operating Supplies; Standardized and Non-standardized parts, Industrial services

3. Factors influencing Organizational Buying: Buying Roles; Organizational Buying Decision Process; Environmental & organizational Influences.

Unit 2

4. Organizational Influences on Buying Behaviour: Buying Roles; The Buy Grid Model; The Organizational Buying Decision Process

5. Industrial Product Decisions: Industrial Product Life Cycle –Industrial Product Mix determinants viz. technology – competition – operating capacity – shift in location of customers – government controls – changes in level of business activity

Unit 3

6. Channel Structure for Industrial Products – Geographical, size, operating characteristics – manufacturers' and sales agents – Brokers - Channel Logistics

7. Pricing for Industrial Products – Pricing Objectives - Price Decision Analysis – Breakeven analysis – net pricing – discount pricing – trade discounts – eographic pricing – factory pricing – freight allowance pricing – Terms of Sale – Outright purchase – Hire-purchase – Leasing.

Unit 4

8. Purchasing systems – Auctions-Documentation – bids – order placement – follow up – receipt and inspection

9. Promotion for Industrial products – Supporting salesman – Motivating distributors – Stimulating primary demand – Sales appeal – Publicity & sponsorships – Trade shows – exhibits – Catalogs – Samples – promotional letters – Promotional novelties

Subject : EMBMM-208:Marketing Research & Consumer Behavior

Unit 1

Introduction to the study of Consumer Behavior, Role of Research in understanding consumer behavior: Consumer Research: Consumer Research Paradigms (Qualitative & Quantitative Research Methods, Combining Qualitative and Quantitative Research Findings) The consumer research process ily Levels of Consumer Decision Making

Unit 2

Situational Influences- The Nature of Situational Influence (The communication Situation, The Purchase Situation, The usage situation, The disposition situation) Situational Characteristics and consumption behavior (Physical features, Social Surroundings, Temporal Perspectives, Task Definition, Antecedent States)

Individual Influences on Consumer Behavior:

A) Motivation

B) Personality

C) Perception

D) Learning

E) Attitude

F) Persuasive Communication

Communications strategy, Target Audience, Media Strategy, Message strategies, Message structure and presentation

Unit 3

External Influences on Consumer Behavior:

A) Social Class

Culture

Subculture

Cross-cultural consumer analysis

Cross-cultural marketing strategy

External Influences on Consumer Behaviour: Family, Reference Groups,

Groups: Meaning and Nature of Groups, Types Family

Reference Groups

Unit 4

Consumer Influence and Diffusion of Innovations:

Opinion Leadership

Adoption Process

Customer Relationship Management

On-line Decision Making: Meaning & Steps

Case studies in Indian context only (5 Hours)

Insurance & Banking

CODE	SUBJECTS	CREDITS
EMBIN-205	Principles of Insurance	5
EMBIN-206	Management of General Insurance	5
EMBIN-207	Banking System	5
EMBIN-208	Banking Laws & Practices	5

Subject : EMBIN-205 :Principles of Insurance

UNIT 1

I. Risk and Insurance

i. Concept of Risk:-Meaning of Risk, Classification of Risk,Risk Management

ii. Functions and Benefits of Insurance

II. Legal Principles

i. The Law of Contract

ii. The Law of Agency

UNIT 2

III. Principles of Insurance:-Insurable Interest, Utmost Good Faith, Proximate Cause, Indemnity, Contribution, Subrogation

IV. Structure of Hong Kong Insurance Industry:- Types of Insurance Business, Size of Industry, Insurance Intermediaries, The Hong Kong Federation of Insurers.

UNIT 3

V. Regulatory Framework of Insurance Industry

i. Regulation of Insurance Companies in Hong Kong:- Insurance Companies Ordinance, Code of Conduct for Insurers, Guidelines on Complaint Handling, Insurance Claims Complaints Bureau

ii. Regulation of Insurance Intermediaries in Hong Kong:- Roles and Responsibilities of Insurance Agents and Brokers, The Code of Practice for the Administration of Insurance Agents.

Unit 4

VI. Ethical and Other Related Issues:- Insurance Intermediaries' Duties to Policyholders, Protection of Personal Data, Issues Regarding Equal Opportunity, Prevention of Corruption, Prevention of Insurance Fraud

Subject : EMBIN-206 : Management of General Insurance

Unit - 01

insurance legislation - general insurance business (nationalization) act 1972 - the insurance act 1938 (as amended) - other statutes having a bearing on general insurance.
consumer protection act 1986 and implications – the structure of the insurance market in india - insurance marketing networks and customer service

Unit - 02

commercial and personal insurance - insurance forms - proposals – cover notes - certificates of insurances - policies - endorsements – renewal receipts.
commercial general insurance - scope of fire - marine (cargo and hull) - motor, miscellaneous accident - aviation - engineering - liability - professional indemnity - agricultural insurances

Unit - 03

special classes of insurances - oil and energy - satellite insurances and special contingency covers - industrial all risks - project insurances and advanced loss of profits
physical and moral hazard - rating practice (tariff / non-tariff)
methods of premium calculation - return of premium

Unit - 04

pre-acceptance risk inspection - risk inspections for special rating and premium discounts - periodic inspections of large projects
claims procedure - survey by professional surveyors - role of surveyors in loss minimization and salvage

Unit - 05

use of insurers - own surveyors in other markets - settlement of claims and procedures – overview.
principles of personal insurance - personal insurance products (fire, liability, homeowners, personal motor, miscellaneous insurance) - terminology - perils - clauses and covers - risk underwriting

Subject: EMBIN-207 : Banking System

UNIT 1

International Banking • Exchange Rates • Risk Management and Basics of Derivatives • Documentary Letters of Credit • Facilities for Exporters and Importers • Correspondent Banking and NRI Accounts • Reserve Bank of India and Exchange Control in India Exim Bank, ECGC, etc. •

UNIT 2

Human Resources Management • Fundamentals of Human Resources Management • HRM and Information Technology • Development of Human Resources • Human Implications of Organisations • Employees' Feedback and Reward System • Performance Management •

UNIT 3

Technology Management • Information Systems and Technology • IT Applications and Banking • Networking Systems • Information System Security and Audit •

UNIT 4

Marketing Management • Introduction to Marketing and Key Concepts • Marketing Planning • Consumer Behaviour • The Art of Customer Service – As Applied to Banking • Consumer and Market Segmentation • Marketing Research • Marketing Mix • Competitor Analysis • Product Strategy • The Concept of Product/Service Delivery • Pricing Strategy and Its Application in Banking • Bank Distribution Strategy • Promotion Strategy • Sales Training and HRD in Marketing.

Subject: EMBIN-208 :Banking Law & Practice

Unit I

Banking - Meaning – Definition and functions of Commercial Bank – Role of Banking in the Economic Development of a Country – Classification of Banks – Unit Banking, Branch Banking, Mixed Banking – Merits and Demerits – Co-operative Banks.

Unit II

Investments policy of commercial bank:– Credit creation of Commercial Bank – SBI – Function and its role. NABARD:– Objectives and Functions – Development Banking in India – IFCI – SFCS – ICICI – IDBI – UTI – SIDBI.

Unit III

Banker and Customer:– Definition – Relationship between banker and customer – General and special features of relationship – Cheque, bill of exchange and promissory note. Distinguish between them – feature – Crossing of a Cheque – General Crossing and Special Crossing – Endorsement – Significance – Essentials of a Valid Endorsement – Kinds of Endorsement.

Unit IV

Paying banker:– Duties – Statutory Protection – Payment in due course – Refusal of payment – Collecting banker – Duties and Responsibilities – Negligence of collecting banker – statutory protection – Loans and Advances – Precautions against the security of LIC policy, stock exchange securities, goods and documents of title to goods.

Operation Management:

CODE	SUBJECTS	CREDITS
EMBOM-205	Material Management	5
EMBOM-206	Production Technique	5
EMBOM-207	Project Management	5
EMBOM-208	Logistic Management	5

Subject : EMBOM-205: Materials Management

Unit 1

Introduction – scope of materials management – primary and secondary objectives – integrated materials management – relation with other functional areas of organization.

Organizing for materials management – basis for forming organizations – conventional and modern approaches to organizing materials management Materials identification – classifying of materials – codification of materials– standardization – simplification and variety reduction of materials

Unit 2

Inventory control – techniques – FSN, VED, ABC – working capital management with reference to inventory Management of stores – location – different types of stores – methods of storing – safety and security of materials – stores equipment – materials handling equipment – factors affecting materials handling Stores issues and receipts – procedures – forms and policies in stores transactions – stores accounting – stores organization – materials safety and security

Unit 3

Management of surplus obsolete and scrap materials – reasons for accumulation of surplus obsolete and scrap materials – methods of disposal – regulations and procedures.

Purchasing – planning purchasing materials – norms of vendor rating – CEI methodology, Japanese industry – selection and development – purchasing procedures and methods – legal aspects – insurance of materials – supply management – sources of supply – out sourcing

Unit 4

Sub contracting – reasons for subcontracting – criteria for selecting sub contractors – rating – factors affecting subcontract rate fixing – internal and external subcontract

RECOMMENDED BOOKS:

Integrated materials management-A. K. Datta-PHI

Purchasing and Supply Management-Dobbler, Burt D.N-TMI,7/e, 2004

REFERENCE BOOKS:

1. Materials Management – P Gopalakrishnan – PHI, 2002
2. Purchasing And Materials Management – Leenders Fearon – Universal Book Stall
3. Purchasing And Inventory Control – K S Menon – Wheeler Publishers
4. Materials Management – Varma M M – Sultan Chand And Sons

Subject : EMBOM-205: Production Technique**Unit 1:** An Introduction to Production Technique

Overview; Historical Evolution of Production Technique; Modeling School; Problem Classification; Strategic Role of Operation; Primary Basis of Competition; Adaptability for Future Survival; Trade-offs and Alternatives in POM; Macro Perspective; Classical Management; Problem and Activity.

Unit 2: Framework of Managing Production Operations

Strategic Planning; Operational Planning & Control (Short-Term) Decisions; Value Engineering and Value Analysis; Productivity Measurement.

Unit 3: Forecasting Models

Meaning of Forecasting; Types of Forecasts; Causal Forecasting Models: Regression Analysis; Linear Regression Analysis; Monitoring and Controlling Forecasts; Production Technique in Practice: a Short Range Forecasting System.

Unit 4: Product and Process Design

Product Design; Product Options; Product Life Cycle; Product by Value; Defining and Documenting the Product; Basic Principles of Designing Products for Production; Make or Buy; Product Design Tools; CAD; Process of Service Design; Documents for Services; Flexible Manufacturing Systems; Factors Influencing Process Decisions; Types of Processes; Modern Production Technologies; Vertical Integration; Resource Flexibility; Process Reengineering.

Unit 5: Capacity Strategies and Process Layout

Capacity and its Various Measures; Capacity Utilization; Capacity Enhancement; Theory of Constraints; Layout Planning; Layout as an Indicator of Competitiveness; Layout Types; Designing of Product Layout; Line Balancing; Cycle Time and Theoretical Minimum; Designing of Process Layout.

Unit 6: Work Measurement

Traditional Engineering Dimension of Job Design; Behavioral Dimension of Job Design; Performance Dimension; Role of Accuracy; Work Measurement Techniques; Identifying the

Three Major Activities Associated with Successful Project Processes; Diagram the Network of Interrelated Activities in a Project.

Unit 7: Scheduling Project

Identify Activity Slack; Identify the Critical Activities and Duration of the Project; Find Probability of Completion of a Project in a Given Time; Case Study: Scheduling at Bellop; Importance of Inventory Management; Different Types of Inventory; Classifying Different Types of Inventory Optimal Ordering Quantity.

Unit 8: Quantity Discount Models and Spare Parts Inventory

Role of Quantity Discount Model; Continuous Review Systems; Periodic Review Systems; Spare Parts Inventory; Different Types of Spares; Spare Parts Inventory Management; Bar Coding.

Unit 9: Managing the Competition

Just-In-Time Manufacturing Systems; Seven Deadly Waste in Manufacturing; Japanese Manufacturing Technology; Total Quality Emphasis; Deming's Contribution to TQC; Enterprise Resource Planning; Supply Chain Management.

SUGGESTED READING:

1. Production and Operations Management by Kanishka Bedi, Publisher: Landmark-Books. Christopher.
2. Production and Operation Management by S. N. Chary, Publisher: Tata McGraw Hill Publication.
3. Operation Management, by William J. Stevenson, Publisher: Tata McGraw Hill.
4. Operation Management, by Lee J. Krajewski, Larry P. Ritzman, Manoj K. Malhotra, Publisher: Pearson Prentice.

Subject : EMBOM-207:Project Management

Unit 1:

Introduction:- Definition of a Project; an Historical Perspective on Project Management; Current Issues in Project Management; the Relationship between Project Management and General Management; the Project Management Knowledge Base. Structures and Framework:- The Project Model; the Four Phases of Project Management; the 7-S of Project Management; the Project Environment; the Complexity of Projects; the Structures of the Projects.

Unit 2:

Strategy and Project Management:- Why Strategy? Organizational Strategy and Projects; Project Management as a Strategic Capability; Resource Coordination; Project and Organizational Goals; Project Performance Measurement. Project Definition:- Developing the Concept; Scope Management; the Project Process; Work Breakdown Structure (WBS); Process Mapping; Establishing Check-Points; Stakeholder Management.

Unit 3:

Time Planning:- Time planning—the Process; Gantt Charts; Estimating; Activity-on-Arrow; (A-O-A) Diagrams and Critical Path Analysis (CPA); Activity on Node (A-O-N) Diagrams; Activity on Arrow versus Activity on Node Method; Scheduling; Computer Assisted Project Planning; Fast-Track Projects. Cost and Quality Planning:- Cost Planning Process; Cost-Estimating Techniques; Cost Build-Up; Cost Management; Budgets; the Quality Planning Process; Quality Conformance Planning; Quality Performance Planning.

Unit 4:

Plan Analysis and Risk Management:- Analyzing Time Plans; Analyzing Cost Plans; Analyzing Quality Plans; Risk Management; Risk Quantification Techniques. Control of Projects:- Control System; Control of Major Constraints: Quality, Control of Major Constraints Monitoring; the Role of Project Management Information System (MIS); Change Control; Control of the Work of Development Projects: Intellectual Property.

Suggested Reading:

1. Projects: Planning Analysis, Selection, Implementation and Review by Chandra, Prasanna, Publisher: Tata McGraw Hill, New Delhi.
2. Project Management by Bhavesh, M Patel, Publisher: Vikas Publishing House, New Delhi.
3. Project Finance by Machiraju, H. R., Publisher: Vikas Publishing House, New Delhi.
4. Project Management and Control by Rao, P.C.K., Publisher: Sultan Chand & Sons, New Delhi.
5. Project Management (third edition) by Harvey Maylor

Subject : EMBOM-208: Logistic Management

Unit 1: Concepts Objectives and Elements of Logistics

Concept of logistics; Importance of logistics; Objectives of logistics; Components of Logistics.

Unit 2: Logistics Subsystem

Marketing Logistics; Essence of Logistics In Marketing; Marketing Trends; Relevance of Logistics In Export Management; Importance of Logistics as a Strategic Resource; Trade-Off Analysis; Forms of Logistics Management.

Unit 3: Integrated Logistics

Work of Logistic; Integrated Logistics; Barriers to Internal Integration.

Unit 4: Supply Chain Relationships Part I

Introduction; Channel Structure; the Economics of Distribution; Specialization; Assortment; Concentration; Customization.

Unit 5: Supply Chain Relationship Part II

Supply Chain Competitiveness; Risk, Power, and Leadership; Elements of Success; Logistical Service Alliances; Factors Stimulating Service Based Alliances; Core Specialization; Power Clarity; Cooperation Emphasis; Regional Alliances Create Transcontinental Moves; Integrated Logistics Service Provider.

Unit 6: Transportation

Transport Functionality and Principles; Product Movement; Product Storage; Relationship between the Shipper, the Consignee, and the Public.

Unit 7: Multi-Modal Transport

Concept of Multimodal Transport; Features of Multimodal Transport System; Advantages of Multimodal Transport; Suppliers of Transportation Services; Typical Carrier Ancillary Services.

Unit 8: Warehousing

Introduction; Definitions as per Bombay Warehouse Act, 1959; Evolution of Concept of Warehousing; Importance / Benefits of Warehousing; Warehouse Operating Principles; Developing the Warehouse Resource.

Unit 9: Information Systems

Creating Strategic Advantage through Information Systems; Information Flows; the Physical Flow of Merchandise – Logistics; Distribution Center; Collaboration between Retailers and Vendors in Supply Chain Management; Radio Frequency Identification (RFID).

Suggested Reading:

1. Logistics & Supply Chain Management by [Martin Christopher](#), Publisher: Pearson Publication
2. Business Logistics Management by Ronald H. Ballou, Publisher: ABC Publication
3. Logistics and Supply Chain Management by G Raghuram and N Rangaraj, Publisher: Macmillan Publication.
4. Retailing Management by Michael Levy, Barton A Weitz and Ajay Pandit, Publisher: McGraw Hill Company

Retail Management

CODE	SUBJECTS	CREDITS
EMBRM-205	Retailing & Retail Formats	5
EMBRM-206	Retail Strategies	5
EMBRM-207	Retail Organization & Managing Retail Personnel	5
EMBRM-208	Retail Merchandise Management	5

Subject : EMBRM- 205 :Retailing & Retail Formats

Unit I: Overview of Retailing

What is Retailing? A Retailer Role in Distribution Channel; Functions Performed by Retailers; Social and Economic Significance of Retailing; Selection of Retailing and Distribution; Channels around the World; Retail Management Decision Process.

Unit 2: Multi-channel Retailing

Retail Channels for Interacting with Customers; Store Channel; Catalog Channel; Internet Channel; Personalization; Selling Merchandise; Role of Brands; Overcoming Limitation of an Earning Format; Expanding Market Presence.

Unit 3: Management of Service

Retailers Provides Health Care Services; Strategic Advantage Through Customer Service; Customer Service Strategies; Customers Service at IKEA; Customers Evaluations of Service Quality; Role of Expectation; Perceived Service; Knowing What Customers Want; the Knowledge Gap.

Unit 4: Types of Retailers-1

Retailers Characteristics; Netlike Attracts Competitors; Variety and Assortment; Food Retailers Super-markets; Super Center; Warehouse Clubs; Hypermarkets; Convenience Stores.

Unit 5: Types of Retailers-2

Category Specialists; Extreme Value Retailer; Off Price Retailers; Electronic Retailers; Catalog and Direct Mail Retailer; Direct Selling; Services Retailing.

Unit 6: Retail Customer

Consumer Behavior; why do People Shop? Factors Affecting Consumer Decision Making; Demographics; Psychological Environmental and Lifestyle; Perception and Learning; Culture and Subculture; Stages of the Consumer Decision Process; Consumer Decision Rules.

Unit 7: Product Management

Role of Product Management in Retail Business; The Pantaloon Store in Mumbai; Brand Management and Retailing; Merchandise Budget ; Project Sales; Life Cycle Stages; Inventory Plan; Target Market Analysis.

Units 8: Merchandise Management

Merchandising Budget; Merchandise Planning in Units; Merchandising Differentiation; Dimension of the Merchandising Line; Category Management; Merchandising Management In Bowins Retail Segments; Evaluating Merchandise Performance; Financial Objectives of Merchandising.

Unit- 9: Case Studies

Big Bazaar-Indian Wal-Mart; Bharat Petroleum.

Suggested Reading:

1. Retail Management by Michael Levy and Barton A. Weitz, Publisher: Tata McGraw Hill.
2. Retail Management – ICFAI Center for Management Research Publication.
3. Retail Management – A Strategic Approach by Barry Berman and Joel R. Evans, Publisher: Prentice Hall.
4. Retail Management – Functional Principles and Practices by Gibson Vedamani.

Subject : EMBRM- 206 : Retail Strategies

Unit 1: An Introduction to Retailing

Introduction; Overview; the Framework of Retailing; the Importance of Development and Applying a Retail Strategy; Theories of Retail Change.

Unit 2: Changing Paradigm of Retail in India

Introduction, Retailing in India: Trends & Opportunities; Traditional Retail Formats; Modern Retail Formats in India; Geographical Markets; Retailing in Rural India; Vertical Marketing System in Indian Retailing; Challenges in Retailing Business in India.

Unit 3: Strategic Process Planning in Retailing

Introduction; Situation Analysis; Objectives; Identification of Consumer Characteristics and Needs; Overall Strategy; Specific Activities; Control; Feedback; a Strategic Planning Template of Retail Management; Case Study.

Unit 4: Building and Sustaining Competitiveness: A Strategic Approach

Introduction; Methods of Developing Sustainable Competitive Advantage; Value and the Value Chain; Retailer Relationship; Technology and Relationships in Retailing; Ethical Performance and Relationships in Retailing.

Unit 5: Customer Relationship Management

Introduction; Relationship Marketing as New Paradigm; Customer Lifetime Value and Relationship Lifecycle; Customer Loyalty and Customer Satisfaction; Loyalty Marketing of Retailers; Case Study: Tesco.

Unit 6: Financial Strategy

Objectives and Goals; Strategic Profit Model; Profit Margin Management Path; Asset Management Path; Setting and Measuring Performance Objectives; Types of Measures.

Unit 7: Pricing in Retailing

Retail Pricing: Approaches and Strategies; External Factors Affecting a Retail Price Strategy; Developing a Retail Price Strategy; Implementation of Price Strategy.

Unit 8: Retail Location Strategy

Introduction; the Importance of Location to Retail Companies; Types of Retail Locations; Location Assessment Techniques; Case Study: ECE Projektmanagement.

Unit 9: Growth Strategies

Introduction; Growth Options; Outlet Growth: Organic Growth through Outlet Multiplication, Franchising, Mergers & Acquisitions; Global Growth Opportunities.

SUGGESTED READING:

1. Retail Management – A Strategic Approach by Barry Berman & Joel R. Evans; Publisher: Prentice Hall.
2. Retail Management by Chetan Bajaj, Rajnish Tuli, & Nidhiv Srivastava, Publisher: Oxford University Press.
3. Retailing Management by Michael Levy, Barton A Weitz & Ajay Pandit, Publisher: Tata McGraw- Hill Publishing Company Limited.
4. Concepts and Cases in Retail and Merchandise Management by Nancy J. Rabolt and Judy K. Miller; Publisher: Fairchild Books & Visuals, Student Edition.
5. Strategic Retail Management by David E. Bell and Walter J. Salmon, Publisher: Thomson South-Western

Subject : EMBRM- 207 : Retail Organization & Managing Retail Personnel

Unit 1: Overview

Elements of Retail Organization; Objectives and Tasks; Principles of Retail Organization.

Unit 2: Evolution of Retail Organization

Need of having a Professional Retail Organizations to Capture Markets; the Need to have Different Types of Retail Organizations; Various Functions of a Retail Organization; Globalization and Retailing.

Unit 3: Types of Retail Organization High Volume

Departmental Store; Hyper Market; Franchise Organizations; Merchandising Conglomerates.

Unit 4: Types of Retail Organization Low Volume

Voluntary Chains; Retail Co-operative; Consumer Co-operative; Corporate Chains.

Unit-5: Human Resource Management Overview

Gaining Competitive Advantages through Human Resource Management; Objectives of Human Resource Management; the Human Resource Triad; Special HR Conditions Facing Retailers; Designing the Organizational Structure for a Retail Firm; Matching Organization Structure to a

Retail Strategy; Organization of a Single-Store Retailer and National Chain Store; Merchandise Management; Store Operations.

Unit 6: Motivation; Commitment and Issues in Retail Human Resource Management

Motivating Retail Employees; Policies and Supervision; Incentives; Organization Culture; Developing and Maintaining a Culture; Building Employee Commitment; Developing Skills; Empowering Employees; Creating Partnership Relationships; Managing Diversity; Legal and Regulatory Issues in Human Resource Management; Use of Technology.

Unit 7: Customer Relationship Management

The CRM Process; Loyalty; Overview of CRM Process; Collecting Customer Data; Customer Database: Identifying Information; Privacy and CRM Program; Analyzing Customer Data and Identifying Target Customers; Identifying Market Segment; Identifying Best Customers; Developing CRM Programs; Customer Retentions; Converting Good Customers and Best Customers; Dealing with Unprofitable Customers; Implementing CRM Programs.

Unit 8: Case Studies

Rise of Wal-Mart. J.C. Penny; Harrods; Marks and Spencer; Rise of Reliance Retail.

Unit 9: Modern Concepts

Modern Concept of Management; India Retail Biz; Role of Information Technology (IT) in Managing Diversity in Global Business; Relationship Marketing in Retailing: The Evolution of Relationship Marketing Strategies.

SUGGESTED READING:

1. Retail Management – Functional Principles and practices by Gibson Vedamani, Publisher: Jaico.
2. Retail Management by Micheal Levy and A Burton Weitz, Publisher: McGraw Hill.
3. Retail Management by Chetan Bajaj Rajnish Tuli, Publisher: Oxford University Press.
4. Retail Management – A strategic approach by Barry Berman & Joel R Evons, Publisher: Prentice Hall.
5. Retailing Management by Michael Levy, Barton A Weitz, and Ajay Pandit Publisher: McGraw Hill.

Subject : EMBRM- 205 : Retail Merchandise Management

Unit 1: Product and Merchandise Management

Introduction; Product Management; Brand Management in Retailing; Merchandise Management; Concentrating Factors

Unit 2: Types of suppliers

Types of Suppliers; Criteria for the Selection of Suppliers; Category Management; Merchandise Management Planning in Various Retail Segments.

Unit 3: Merchandise Management Assortment

Merchandise Management Process; Forecasting Sales; Developing an Assortment Plan; Determine Variety and Assortment; Setting Inventory and Product Availability Levels, Indian Retail Scope.

Unit 4: Merchandise Planning System

Staple Merchandise Management System; Fashion Merchandise Management System; Open-to-Buy System; Allocation Merchandise to Stores; Analyzing Merchandise Management Performance.

Unit 5: Buying Merchandise

Brand Alternatives; Buying National-Brand Merchandise; Buying Private-Label Merchandise; Support Services for the Buying Process; Strategic Relationship; Building Partnering Relationships.

Unit 6: Developing Merchandise Plans

Merchandising Philosophy; Buying Organization Formats and Process; Devising Merchandise Plans; Merchandising Software

Unit 7: Implementing Merchandise Plans

Gathering Information; Selecting and Interacting with Merchandise; Evaluating Merchandise; Negotiating the Purchase; Receiving and Stocking Merchandise

Unit 8: Financial Merchandise management

Inventory Valuation: The Cost and Retail Methods of Accounting; Merchandise Forecasting and Budgeting; Unit Control System; Financial Inventory Control.

Unit 9: Pricing the merchandise in Retail

Pricing Objective and Policies; Interaction between a Retailer's Pricing Objectives and other Decisions; Specific Pricing Strategies; Basic Markup Formulas; Markdown Management

Suggested Reading:

1. Retail Management, Sixth edition by Michael Levy, Barton A Weitz, & Ajay Pandit; Publisher: The McGraw Hill publications.
2. Retail Management by Chetan Bajaj, Rajnish Tuli, & Nidhi V Srivastava; Publisher: Oxford University Press.
3. Retail Management: A strategic approach by Barry Berman and Joel R. Evans; Tenth Edition Published by Prentice-Hall, Inc.

Project Management

CODE	SUBJECTS	CREDITS
EMBPM-205	Project Management Concepts	5
EMBPM-206	Project Planning	5
EMBPM-207	Project Performance, Measurement Control	5
EMBPM-208	Project Evaluation Techniques	5

Subject: EMBPM-205: Project Management Concepts

Unit-I

Introduction – Definitions – classifications – project risk – scope Project management – definitions – overview – project plan – management principles applied to project management – project management life cycles and uncertainty

Unit-II

Project planning – scope – problem statement – project goals – objectives – success criteria – assumptions – risks – obstacles – approval process – projects and strategic planning Project implementation – project resource requirements – types of resources – men – materials – finance

Unit-III

Project monitoring – evaluation – control – project network technique – planning for monitoring and evaluation – project audits – project management information system – project scheduling – PERT & CPM – project communication – post project reviews
Project team management – recruitment – organizing – human resources – team operating rules – project organization – various forms of project organizations – project organization charting – project contracts – principles – compilation of contracts – practical aspects – legal aspects – global tender – negotiations – insurance

Unit-IV

Closing the project – types of project termination – strategic implications – project in trouble – termination strategies – evaluation of termination possibilities – termination procedures Project inventory management – nature of project inventory – supply and transportation of materials – use of PERT & CPM techniques

Subject: EMBPM-206: Project Planning

Unit-1: Getting Started

Key players - who is involved in the project, Start at the end – Timeline, Brainstorm, Assigning/prioritizing goals, Copyright issues

Unit- 2: Print Production Planning

Define goals and purpose, Planning content, Choosing the right service provide, Packaging for service provider

Unit- 3: Web/Multimedia Production Planning

Define goals and purpose, Outline your project, Planning content, User interface basics, Choosing the appropriate distribution method, Packaging for distribution

Unit- 4: Design Brief/ Design Document

Print specific , Web/Multimedia specific

Subject: EMBPM-207:Project Performance & Measurement Control

Unit-I

Introductory session and project planning, Work Breakdown Structure: responsibility matrix, planning steps, project network, framework for project control. WBS definitions and standards. Two possible WBS's. Steps in constructing a WBS., Project scheduling: Introduction, AOS, AON, bar charts, precedence diagrams, developing the network model, CPM, PDM, calculations. Project scheduling ii.

Unit-II

Schedule status updates and analysis techniques, scheduling of linear and repetitive projects, critical chain scheduling, Project organization: Organizational configuration: unctional, project, matrix; OBS and project staffing; Responsibility chart., Genesis and evolution of EVM: Project control. Integration, scope, time, and cost management, developing and maintaining the PMB, earned value. What's wrong or incomplete about EVM, Project control: Integrating scheduling and EVM metrics and earned schedule. Reporting variances.

Unit-III

Resource management: Smoothing resource profiles, scheduling with limited resources, time-cost tradeoffs, optimization, Project risk management: Pert, cost and schedule risk analysis, integrating risk into PMB development, integrating earned value management and risk, incorporating contingencies in PMD, contingency management, Bidding theory, strategy, and decisions.

Unit-IV

Quality management: The ISO 9000 Standard, Quality management methods: How quality relates to various aspects of projects. Quality planning and its relationship to project scope management. Quality assurance. Commissioning.

Subject: EMBPM-208:Project Evaluation & Termination

Unit-I

Project implementation , Project resource requirements, Type of resources, Project procurement– evaluation – control – Project Logistics, Inventory management, – project scheduling

Unit-II

Planning for monitoring and evaluation – project audits – project management information system

Network Analysis-PERT & CPM –GERT, Resource allocation & Resource leveling, Managing risk in Project, project communication – post project reviews

Unit-III

Closing the project – types of project termination – strategic implications – project in trouble – termination strategies

Unit-IV

Evaluation of termination possibilities, Termination procedures, Human factors in project management, legal aspects in project management

International Business

CODE	SUBJECTS	CREDITS
EMBIM-205	International Trading	5
EMBIM-206	International Marketing	5
EMBIM-207	World Economy & Globalization	5
EMBIM-208	International Logistic Management	5

Subject: EMBIM-205: International Trading

Unit 1: Import-Export Management-Overview

Import Export Management Introduction; Concept Key Feature; Foreign Trade - Institutional Framework and Basics; Trade Policy; Foreign Trade; Simplification of Document; Exporting; Importing Counter Trade; the Promise and Pitfall of Exporting; Improving Export Performance; Counter Trade.

Unit 2: International Marketing-Environmental and Tariff Barrier

International Marketing: Definition, Components of International Marketing Management; Trade Barrier Definition: Components of Trade Barrier, Objectives of Trade Barrier.

Unit 3: Non-tariff Barrier

Non -Tariff Barriers; Government Participation in Trade; Quota; Advalorem Duty; Specific Duties and their Differences.

Unit 4: Export and Import Financing, Procedure, and Primary Consideration

Export and Import Financing Procedures; 14 Steps for Conducting Export Transaction; Export Assistance; Export-Import Primary Consideration.

Unit 5: Import Export Documentation

Import and Export Documentation: Introduction, Freight Forwarder's Powers of Attorney, Bill of lading, Certificates of Origin, Letter of Credit.

Unit 6: Processing of Export Order

Processing of Export Order; Nature and Format of Export Order; Examination and Confirmation of Export Order; Manufacturing or Procuring Goods; Central Excise Clearance; Pre- Shipment Inspection; Transportation of Goods to Port of Shipment; Dispatch of Documents by Forwarding Agent to the Exporter; Certificate of Origin and Shipment Advice; Presentation of Documents to Bank; Claiming Export Incentives; Excise Rebate; Duty Drawback.

Unit 7: Marine Insurance

Marine Insurance Introduction and Meaning; Principle of Marine Insurance; Features & Types of Marine Insurance; Insurance Claim Procedure for Filing Marine Insurance; Documents for Claim; ISO-9000.

Unit 8: Export Assistance of India

Export Assistance of India: Introduction, Importance of Export Assistance, Export Promotion Measure in India, Expansion of Production Base for Exports; Relaxation in Industrial Licensing Policy / MRTP / FERA / Foreign Collaborations; Export Processing Zones (EPZ); Export Oriented Units (EOU); Special Economic Zones (SEZs); Electronic Hardware Technology Parks (EHTP) and Software Technology Park Units (STP); Eligibility for Export / Trading / Star Trading / Super Star Trading Houses; Export Houses Status for Export of Services; Rendering Exports Price-Competitive; Fiscal Incentives; Financial Incentives; Strengthening Export Marketing Effort.

Unit 9: Export Promotion Organization

Export Promotion Organization; its Objectives; Importance of Institutional Infrastructure; Govt. Policy Making and Consultations; Indian Trade Promotion Organization (ITPO); Indian Institute of Foreign Trade (IIFT) Indian Institute of Packaging (IIP); Indian Counsel of Arbitration (ICA); Federation of Indian Export Organization (FIEO); Export Processing Zones (EPZ); 100% Export Oriented Units (EOUs); Facilities for Units in EOUs, EPZs, EHTPs & STPs..

Unit 10: Export Import Policy of India

Export Import Policy of India; its Meaning; General Objectives; Highlight and Implication of Export-Import Policy 1997-2000 and Export-Import Policy 2002-2007.

Unit 11: Risk Management and Business Continuity

Meaning of Risk Management; its Principle; Process; Identification; Assessment; Potential Risk Treatment; Risk Avoidance; Risk Reduction; Risk Retention; Risk Transfer; Creating a Risk Management Plan; Implementation; Review and Evaluation of the Plan; Area of Risk Management; Enterprise Risk Management; Risk Management and Business Continuity; UCP600: Opportunity or Challenges.

Suggested Reading:

1. Export Import Policy, Publisher: Ministry of Commerce, Government of India, New Delhi.
2. Electronic Commerce by N. Janardhan, Publisher: Indian Institute of Foreign Trade, New Delhi.
3. Nabhi's Exporters Manual and Documentation, Publisher: Nabhi Publication, New Delhi.
4. Nabhi's New Import Export Policy, Publisher: Nabhi Publication, New Delhi.
5. Export-What, Where, How by Ram Paras, Publisher: Anupam, Delhi.

Subject: EMBPM-206: International Marketing

Unit 1: Introduction

Introduction to International Marketing, Strategic Concept of Marketing; Market Needs and Wants; Guiding Principles of the Marketing Company.

Unit 2: Global Marketing Environment

Introduction; Economic Environment-the World economy; Economic Environment-Foreign Economies; International Trade Theory; Political Environment; Legal Environment; Social and Cultural Environment.

Unit 3: Business Customs in Global Marketing

Introduction; Business Ethics and Bribery; Domestic Economy; Trade Distortions and Marketing Barriers; Case Studies-Ice Cream in Korea; Unilever and Nestle an Analysis; Nestle- the Infant Formula Incident; Euro Disney A and B.

Unit 4: Analyzing and Targeting Global Opportunities

Global Marketing Information Systems and Research; International Marketing Intelligence; Segmentation; Targeting and Positioning; Case study: Swatch Watch, Oriflame.

Unit 5: Global Marketing Strategy

Entry and Expansion Strategies- Marketing and Sourcing; Planning Process and Entry Strategies; Cooperative Strategies and Global Strategic Partnerships; Competitive Analysis and Strategy; Strategic Positioning and Intent; Case Study: Metro Corporation, Ascom Hasler Mailing Systems, Kodak Versus Fuji.

Unit 6: Global Marketing Programs

Product Decisions; International Product Strategies; Moving toward World Product.

Unit 7: Branding

Branding Decisions; Branding and Packaging Decisions; Marketing Industrial Products; International Marketing of Services; Basic Pricing Concepts; Dumping and Counter Trade; Transfer Pricing and Other Pricing Approaches.

Unit 8: Advertising

Global Advertising; Advertising School of Thoughts; Global Promotion; Channels of Distribution; Channel Development and Adaptation; a Guide for Developing a Marketing Plan; Physical Distribution and Documentation.

Unit 9: Global Marketing

Global E - Marketing; Case study: Baseball, Sony, Enron: Supplying Electric Power in India; Sources of Financing and International Money Markets; Negotiating with International Customers; Implications of Negotiations; Leading; Organizing and Monitoring the Global Marketing Effort; Future of Global Marketing; Case Study: Parker Pen, CEAC, Nokia.

Suggested Reading:

1. International Marketing by Warren Keegan, Publisher: Pearson Education Asia Ltd and Tsinghua University Press.
2. Strategic Planning for Export Marketing by Franklin R Root Scranton, Publisher: International Textbook Co.
3. International Trade and Investment by Franklin R Root Scranton, Publisher: International Textbook Co.
4. International Marketing Management by Philip Kotler, Publisher: Prentice-Hall International, Inc.
5. International Marketing by Philip R Cateora and John L Graham, Publisher: Irwin/McGraw-Hill, Boston
6. International Marketing (Analysis and Strategy) by Sak Onkvisit & John J Shaw, Publisher: Pearson Education Asia Ltd and Tsinghua University Press.
7. International Marketing by Vern Terpstra and Ravi Sarathy, Publisher: New York Holt, Rinehart and Winston Inc.

Subject: EMBPM-207:World Economy & Globalization

Unit 1: Globalization and Economic Models of International Trade

Definition; Dimensions and Types; Anti-globalization Origin and Dynamics; Organized Anti-globalization; Economic Models of International Trade; International Trade Theory; Factor Intensity Reversal; Product Life Cycle Theory; New Trade Theory and its Implications.

Unit 2: National Differences in Political Economy

The Political Environment; Political and Legal Influences on International Business; Political System and its Functions; Formulating and Implementing Political Strategies; Culture Environments; Economic Environment; Key Issues that Influence International Business.

Unit 3: WTO and India

WTO Origin and Organization; WTO and the Environment; Various Rounds of WTO; India and WTO.

Unit 4: Regional Economic Integration

Regional Economic Integration; its Levels; NAFTA; Economic Integration in America, Europe and Asia.

Unit 5: Foreign Exchange Market

Nature and Functions of Foreign Exchange Markets; Theories of Exchange Rate Determination; Structural Models of Exchange Rate Determination; Currency Convertibility and Implications of Capital Account Convertibility in India.

Unit 6: Global Monetary System

History and Collapse of Fixed Exchange Rate System; Evolution Floating Exchange Rate; Floating vs. Fixed Exchange Rates; Global Capital Market: Recent Crisis; Eurocurrency Market; Foreign Exchange Risk.

Unit 7: Foreign Direct Investment

Growth; Direction; Political Ideology and Types of FDI; Government Policy and FDI: Case of India and China.

Unit 8: Politics of the Global Environment

Environmental Legislations and their Implications; Environmental Laws in India; NGOs and Globalization; Globalization of Civil Society.

Unit 9: Future of Globalization

General Outlook on Globalization; Impact of World Models on National States and Societies; Globalizing the Models.

Suggested Reading:

1. International Business by Charles W. L Hill, Publisher: Mc Graw Hill / Irwin.
2. International Business- Competing in the Global Market Place by I Charles Hill, Publisher: Mc Graw Hill / Irwin.
3. Globalization of the World Economy: Financial Globalization, James Tobin, Publisher: American Philosophical Society.

Subject: EMBPM-208:International Logistic Management

Unit 1: Overview

Logistics: Definition, Evolution, Concept, Components, Importance, Objectives;; Logistic Subsystem; The work of Logistics; Integrated Logistics; Barrier to Internal Integration.

Unit 2: Marketing and Logistics

Customer Focused Marketing; International Marketing: Introduction, Definition, Basis for International Trade, Process, Importance; International Marketing Channel: Role of Clearing Agent, Various Modes of Transport, Choice and Issues for Each Mode, Transport Cost Characteristics.

Unit 3: Basics of Transportation

Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; Legal Classifications; International Air Transport; Air Cargo Tariff Structure; Freight: Definition, Rate; Freight Structure and Practice

Unit 4: Warehousing and Material Handling

Warehousing: Evolution, Importance and Benefits, Operating Principles, Alternatives; Material Handling: Managing Warehouse Resources, Material Handling; Automated Material Handling: Order Selection Systems, ASRS Systems, Information Directed Systems, Special Handling.

Unit 5: Containerization and Chartering

Containerization: Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR; Chartering: Kinds of Charter, Charter Party, Arbitration.

Unit 6: Inventory Management and Packaging

Inventory Management: Introduction, Characteristics, Functionality, Components, Planning; Packaging and Packing: Labels, Functions of Packaging, Designs, Kinds of Packaging; Packing for Transportation and Marking: Types of Boxes, Container, Procedure, Cost, Types of Marking, Features of Marking.

Unit 7: Documentation

Terms of Sales: Introduction, Expert Sales Contact, International Contact Terms, CIF Contact, Duties of Importers, FOB Contacts; Documentation in Logistics: Invoice, Packing List, Certificate of Origin, Bill of lading, Shipping Bill, Marine Insurance, Bill of Entry.

Unit 8: Information Technology

Information and Communication: Information Functionality, Principles of Logistic Information, Information Architecture, Planning / Coordination, Logistic Information System Flow; Application of Technology In Logistics: Electronic Data Interchange, PC, Artificial Intelligence / Expert Systems. Applications of New Information Technologies

Unit 9: General

Co-ordination – Role of intermediaries; General Structure of Shipping Industry; World Seaborne Trade and World shipping; U. N. Convention on Liner Code of Conduct

Suggested Reading:

1. International Marketing by Sak Onkvisit & John J. Shaw, Publisher: Prentice Hall of India
2. International Marketing by Gupta and Varshing, Publisher: Sultan Chand and Sons
3. Logistic Management and World Sea Borne Trade by Multiah Krishnaveni, Publisher: Himalaya Publication
4. Logistic and Supply Chain Management by Donald J. Bowerson, Publisher: Prentice Hall of India
