



**DR. B.R. AMBEDKAR UNIVERISTY, AGRA**  
Seth Padam Chand Jain Institute of Commerce Business Management & Economics,  
Khandari, Agra 282002

Dated : 21.12.2020

**Minutes of the Academic Committee Meeting held on  
21.12.2020**

The following members were present:-

- |    |                      |                 |
|----|----------------------|-----------------|
| 1. | Prof. Brijesh Rawat  | Convener        |
| 2. | Prof. Lavkush Mishra | Dean            |
| 3. | Dr. Atul Mathur      | Member          |
| 4. | Dr. Sanjeev Sharma   | Internal Expert |
| 5. | Dr. P.N. Asthana     | External Expert |
| 6. | Prof. L.N. Koli      | External Expert |

1. The committee considered and approved the revised Syllabus and Ordinance of **MBA Full Time Course from academic session 2020-21 onwards.**
2. The committee considered and approved the revised Syllabus and Ordinance of **MBA Part Time Course from academic session 2020-21 onwards.**
3. The committee considered and approved the revised Syllabus and Ordinance of **M.Com.(Business Administration Group) Course from academic session 2020-21 onwards.**
4. The committee considered and approved the Syllabus of **MBA Full Time Course** with 25% reduction due to pandemic covid 19 for the academic year 2020-21 only.
5. The committee considered and approved the Syllabus of **MBA Part Time Course** with 25% reduction due to pandemic covid 19 for the academic year 2020-21 only.

*Sanjeev Sharma*  
21/12/2020

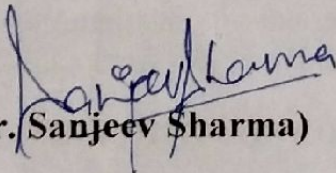
*Dr. Lavkush Mishra*  
21/12/2020

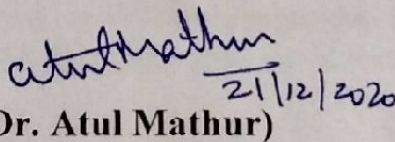
*Dr. Atul Mathur*  
21/12/2020

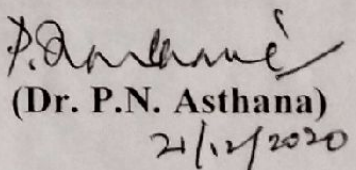
*Dr. P.N. Asthana*

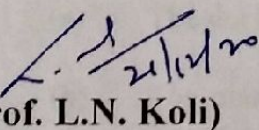
*Dr. L.N. Koli*  
21/12/2020

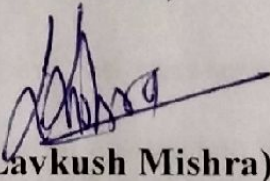
6. The committee considered and approved the Syllabus of **M.Com. (Business Administration Group) Course** with 25% reduction due to pandemic covid 19 for the academic year 2020-21 only.
7. The committee considered and approved the Syllabus of **PGDBM Course** with 25% reduction due to pandemic covid 19 for the academic year 2020-21 only.
8. The committee considered and approved the Syllabus of **BBA Course** with 25% reduction due to pandemic covid 19 for the academic year 2020-21 only.
9. The committee considered and approved the revised Syllabus and Ordinance of **PGDBM Course from academic session 2021-22 onwards.**
10. The committee considered and approved the revised Syllabus and Ordinance of **BBA Course from academic session 2021-22 onwards.**
11. *The Committee approves the list of examiners.*

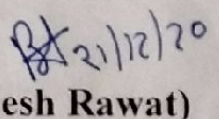
  
(Dr. Sanjeev Sharma)

  
(Dr. Atul Mathur)

  
(Dr. P.N. Asthana)

  
(Prof. L.N. Koli)

  
(Prof. Lavkush Mishra)

  
(Prof. Brijesh Rawat)



## **DR. B. R. AMBEDKAR UNIVERSITY, AGRA**

Seth Padam Chand Jain Institute of Commerce, Business Management & Economics.  
Khandari Agra -282 002

### **ORDINANCES**

#### **Master of Business Administration (Part Time)**

**Session 2020-21 onwards**

#### **1.0 ELIGIBILITY:**

A bachelor degree (10+2+3) or an equivalent degree (including Medicine, Technology etc.) in any discipline from a recognized university, and One year post qualification work experience in supervisory capacity.

#### **2.0 ADMISSION PROCEDURE:**

Admission through merit basis.

#### **3.0 DURATION OF COURSE:**

- (a) The duration of course will be of three years spread over in six semesters.
- (b) The maximum period allowed to a candidate for successful completion of course will be five years from the date of admission.

#### **4.0 EXAMINATION:**

Generally 50% paper setters/examiners shall be internal and 50% external. Each paper will be of three hour duration in the end semester examination. The marks allotted for each paper shall be as follows:

(i) Term end examination	70 Marks
(ii) Internal Assessment	30 Marks

#### **5.0 SPECIALISATION OPTION**

Every student will have to opt for a specialization area as Major Core paper in Fifth and Sixth semester of the programme. The students will have to study two papers each in major specialization of his/her choice both in the fifth and sixth semesters.

#### **6.0 ELIGIBILITY OF PASSING**

- 6.1 To pass the examination the student will have to score A+ to E grade. If a student secures "F" grade, he/she has to reappear for the examination.

The minimum pass marks in the term end examination in each paper (including Project Report/Viva Voce examination/ Comprehensive Viva Voce) will be 40%. However to clear the semester, the candidate has to obtain at least 50% marks in aggregate i.e. Minimum Passing Grade is “E”.

- 6.2 The candidate will be promoted in the next semester even if he/she fails in the semester concerned. The candidate can reappear in the back paper (s) of the concerned semester with odd / even semester respectively.
- 6.3 The student who do not satisfy the condition 6.1 or the student who remains absent shall be deemed to have failed in that subject and may reappear for the University examination in the subsequent examinations . However, the internal marks awarded to the student at previous attempt in the concerned subject will be carried forward.
- 6.4 A candidate can re-appear in back paper (s) examination subject to a maximum of two attempts in consecutive years, subject to a maximum of 02 papers in one attempt of a semester.
- 6.5 A student shall be declared to have completed the program of MBA degree, provided the student has undergone the stipulated course work as per the regulations and has earned 89 credits.
- 6.6 The result of the semester shall be declared pass only on securing E or above grades in all subjects and minimum semester Grade Point Average (SGPA) is 5.
- 6.7 However the University has the right to conduct a special examination for back paper (s) at suitable time in the interest of students if it deems fit.

#### 7.0 INTERNAL ASSESSMENT:

It shall be based on class/seminar(s) participation and Mid-Term test/assignment (s) etc. The distribution of marks for internal assessment will be as follows:

02 Mid-Term Examination	10*2= 20 Marks
Assignment (s)	05 Marks
Attendance	05 Marks

To appear in the examination, the students shall have to have a minimum required attendance is as prescribed by the University. The Attendance of the students will be kept secured till one year after the stipulated time of the course.

Any of the following methods may be adopted to evaluate the assessments

- (a) Individual presentations.
- (b) Quizzes
- (c) Group discussions on current events.
- (d) Case studies.
- (e) Surprise test to keep the students updated
- (f) Mock exercises.

Mid term examination shall be conducted by the institutes twice before the end sem. examinations. If the Student fails to appear in mid sem examination, he/she will be given a chance to reappear in **One Mid Semester Exam Only** if reason is found satisfactory. However Re-mid examination shall not be held after end-semester examination of the concerned subject. The answer sheet of the mid semester examination will be kept secured till the stipulated time of the course.

## 8.0 EXTERNAL ASSESSMENT:

There will be an external written evaluation at the end of the semester. The question paper for this evaluation will comprise of three sections: Section 'A' Section 'B' and Section C. Section 'A' shall be of 20 marks having 10 very short questions. Each question shall be assigned 2 marks. Section 'B' shall be of 20 marks with 8 questions. Students shall attempt any 04 questions from the section. Each question shall be assigned 05 marks. Section C shall be of 30 marks with 5 questions. Students shall attempt any three questions. Each question shall be of 10 marks.

After the completion of the end semester examination the answer sheet will be sent to the University for the Evaluation. The attendance sheet of the examination(s) will be kept secured for two years after the stipulated time of the course.

## 9.0 PROJECT REPORT:

During the course of study the students would be required to carry out a project consisting of preliminary but original research work. The students may choose the topic for the project related to the course in consultation with subject teacher (s) which would be approved by the Head / Director of the institute and who would also allocate the project guide.

## 10.0 Viva Voce Examinations:

A viva Voce examination would be conducted at the end of the **Sixth semester** on the basis of Project Report. The distribution of marks for the project viva would be as under:

- |                              |           |
|------------------------------|-----------|
| (a) Project Report           | 100 Marks |
| (b) Presentation & Viva-Voce | 100 Marks |

The Viva Voce examination will be conducted by the External Examiner

## 11.0 Examination and Assessment

As per the UGC recommendation, Absolute grading method shall be implemented in awarding the grades and CGPA under the choice based credit system as prescribed the University.

## 12.0 AWARD OF DIVISION & RANKS

Division shall be awarded only after the final semester examination based on integrated performance of the candidate for all the four semesters as per following details :

- A student who qualifies for the award of the degree securing E or above grades in all subjects pertaining to all semesters and secures a CGPA of 6.0 and above for the semesters I to IV shall be declared to have passed the examination in **FIRST DIVISION**.
- All the candidates who qualify for the award of degree by securing E or above grades in all subjects of all semesters and secures CGPA not less than 5.0 shall be declared to have passed the examination in **SECOND DIVISION**.
- If two students get the same CGPA, the tie should be resolved by considering the number of times a student has obtained higher SGPA; but if it is not resolved even at this stage, the number of times a student has obtained higher grades like A+,A, B+,B etc shall be taken into account in rank ordering of the students in a program.

### **13.0 GENERAL**

Student who absents himself for a period of more than two weeks without any permission from the Head / Director of the institute, his/her name will be struck off from the rolls. Re-admission may be allowed on the payment of Rs. 1,000/- at the discretion of the Head / Director of the institute.

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**Applicable from Academic Session 2020-21 Onwards**

**MASTER OF BUSINESS ADMINISTRATION M.B.A (PART TIME)**

**Semester I**

101	Management Concepts & Application	36 hrs	3 credits
102	Quantitative Techniques for Management	40 hrs	4 credits
103	Accounting for Managers	40 hrs	4 credits
104	Business Environment	36 hrs	3 credits
		Total =	14 credits

**Semester II**

201	Marketing Management	36 hrs	3 credits
202	Human Resource Management	36 hrs	3 credits
203	Self Management	40 hrs	4 credits
204	Legal Aspects of Business	40 hrs	4 credits
		Total =	14 credits

**Semester III**

301	Managerial Economics	40 hrs	4 credits
302	Organizational Behaviour	40 hrs	4 credits
303	Computer Application & MIS	36 hrs	3 credits
304	Business Communication	36 hrs	3 credits
		Total =	14 credits

**Semester IV**

401	Production Management	40 hrs	4 credits
402	International Business Management	40 hrs	4 credits
403	Research Methodology	36 hrs	3 credits
404	Financial Management	40 hrs	4 credits
		Total =	15 credits

**Semester V**

501	E-Business	36 hrs	3 credits
502	Entrepreneurship & Small Business Development	36 hrs	3 credits
503	Specialization I	40 hrs	4 credits
504	Specialization II	40 hrs	4 credits
		Total =	14 credits

**Semester VI**

601	Corporate Strategic Management	40 hrs	4 credits
602	Specialization III	40 hrs	4 credits
603	Specialization IV	40 hrs	4 credits
604	Project Report	60 hrs	6 credits
		Total =	18 credits

## **List of Specialization for Fifth Semester**

### **Area of Specialization:**

**(HR, Marketing, Finance, International Business & Operations Management)**

**(The student will have to select two paper from the Specialization opted by them)**

### **MARKETING**

- MM01 : Consumer Behaviour and Market Research
- MM02 : Sales and Distribution Management
- MM03 : Integrated Marketing Communication

### **FINANCE**

- FM01 : Security Analysis & Portfolio Management
- FM02 : Financial Institutions and Markets
- FM03 : Merchant Banking & Financial Services

### **HUMAN RESOURCE MANAGEMENT**

- HRM01 : Industrial Relations and Labour Laws
- HRM02 : Organizational Development and HRD Practices
- HRM03 : Training and Development

### **INTERNATIONAL BUSINESS MANAGEMENT**

- IB01 : Export Documentation and Procedures
- IB02 : Foreign Trade Policy
- IB03 : International Business Law

### **OPERATIONS MANAGEMENT**

- OM01 : Project Management System
- OM02 : Material Management
- OM03 : Supply Chain Management



## **List of Specialization for Sixth Semester**

**Area of Specialization:  
(HR, Marketing, Finance, International Business & Operations Management)**

**(The student will have to select two paper from the Specialization opted by them)**

### **MARKETING**

- MM04 : International Marketing
- MM05 : Customer Relationship Management
- MM06 : Service Marketing

### **FINANCE**

- FM04 : International Financial Management
- FM05 : Tax Planning & Management
- FM06 : Corporate Restructuring, Mergers and Acquisitions

### **HUMAN RESOURCE MANAGEMENT**

- HR04 : Negotiation and Conflict Management
- HR05 : Performance Management System
- HR06 : Strategic Human Resource Management

### **INTERNATIONAL BUSINESS MANAGEMENT**

- IB04 : Management of Cultural Diversity
- IB05 : International Logistics and Supply Chain Management
- IB06 : International Commodity Management

### **OPERATIONS MANAGEMENT**

- OM04 : Total Quality Management
- OM05 : Service Operations Management
- OM06 : World Class Manufacturing

## **MBA(PT)- 101 : MANAGEMENT CONCEPTS & APPLICATION**

### **LEARNING OBJECTIVES:**

The basic purpose of this course is to make the students understand that management as practice is an art in which the underlying theory and science are applied in the light of situations. Efforts shall also be made to make a student abreast with the management skills of planning, staffing and control and ultimately to become an effective manager and an asset for any organization.

**Course Credit: 3**

**Contact Hours: 36 hours**

### **UNIT-I INTRODUCTION (6 lectures)**

Management : Meaning, concept, Significance, Scope & Process, Principles of Management, Evolution of Management thoughts; Different levels of Management, Managerial Skills, Roles & Functions of managers.

### **UNIT-II PLANNING & DECISION MAKING (8 lectures)**

Planning: Meaning and Importance , Planning Process, Types of Plans , Planning Vs Forecasting. Decision Making: Decision Process & Techniques, Making Effective Decision

### **UNIT-III ORGANIZING & STAFFING (8 lectures)**

Meaning of Organization, Types of Organization, Line and Staff Relationship, Delegation – Centralization and Decentralization of Authority Meaning and concept of Staffing.

### **UNIT-IV DIRECTING & CONTROLLING (8 lectures)**

Directing: Elements, Principles and Techniques; Essence of Co-Ordination. Control: Process and Techniques of Control, Management by Objectives (M.B.O).

### **UNIT-V INTERNATIONAL PERSPECTIVE OF MANAGEMENT (6 lectures)**

Contemporary issues in management. Total Quality Management (TQM), 5S system as given by Mc Kinsey.

### **LEARNING OUTCOME:**

After the completion of this course a student shall be equipped with the basic managerial knowledge and he will be able to apply the management theories in real life situations

### **SUGGESTED READINGS**

Essentials of Management--	Harold Koontz & Heinz Weihrich
The Practice of Management --	Drucker, Peter F.
Principles of Management--	Teray, George, R & Franklin.Sc.
Management Concepts & Strategies--	J.S. Chand
Principles & Practices of Management--	L.M. Prasad.
Management	James F.Stoner
Principles of Management	George R. Terry & S.G. Franklin

## **MBA(PT)- 102 : QUANTITATIVE TECHNIQUES FOR MANAGEMENT**

### **LEARNING OBJECTIVES**

The basic objective of this course is to develop a sense of computation amongst the students and this course shall be helpful in developing the knowledge of control tendency, symmetrical & asymmetrical distribution pattern, index number, probability and hypothesis testing etc.

**Course Credit: 4**

**Contact Hours: 40 hours**

### **UNIT- I DESCRIPTIVE STATISTICS (6 lectures)**

Descriptive Statistics: Scope, functions and limitations of statistics, Measures of Central tendency – Mean, Median, Mode, Percentiles, Quartiles, Measures of Dispersion – Range, Interquartile range, Mean deviation, Mean Absolute deviation, Standard deviation, Variance, Coefficient of Variation. Measures of shape and relative location, Skewness and Kurtosis, Chebyshev's Theorem

### **UNIT- II CORRELATION & REGRESSION ANALYSIS (8 lectures)**

Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation.

Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.

### **UNIT- III TIME SERIES ANALYSIS (10 lectures)**

Concept, Additive and Multiplicative models, Components of Time Series. Trend Analysis: Least Square method – Linear and Non-Linear equations, Applications in business decision making  
Index Numbers – Meaning, Types & Uses of index numbers, Construction of Price, Quantity and Volume indices – Fixed base and Chain base methods.

### **UNIT- IV PROBABILITY AND PROBABILITY DISTRIBUTION (8 lectures)**

Basic Concepts of Probability, theory of probability, Discrete Probability Distribution, Continuous Probability Distribution, Additive and Multiplicative Laws, Baye's Theorem. Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions.

### **UNIT- V SAMPLING AND SAMPLING DISTRIBUTION (8 lectures)**

Sampling methods, Sampling distribution, Large Sample test, Small Sample Test (T, F, Z Test & Chi- Square test)

Testing of Hypothesis – Null and Alternative Hypotheses; Type I and Type II errors, T-test, Z-test.

### **LEARNING OUTCOME:**

After the completion of this course a student shall be able to analyse and interpret data in the most useful manner. A sound understanding of research data shall also be acumen.

### **SUGGESTED READING**

Statistics For Management	Levin & Rubin
Statistical Method	P.Gupta
Quantitative Technique	Srivastava, Shanoy & Sharma
Quantitative Technique	C.R. Kothari
Business Statistics	G.C.Beri
Quantitative Technique	C.R. Kothari

**LEARNING OBJECTIVES**

The basic objective of this course is to provide a student a comprehensive knowledge of the fundamental of accounting principles and the process of accounting. This knowledge shall provide them a cutting edge to excel in the real world as they will develop analytical power and shall be able to comprehend things with competence.

**Course Credit: 4**

**Contact Hours: 40 hours**

**UNIT –I INTRODUCTION**

**(8 lectures)**

Overview of Accounting, Objectives of Accounting, Use of Accounting Information, Accounting Concepts, Convention, Accounting Equation. Book Keeping & Accounting Double Entry System, Journal and Ledger and Trial Balance.

**UNIT II PREPARATION OF FINANCIAL STATEMENTS**

**(6 lectures)**

Manufacturing, Trading and Profit & Loss Accounts & Balance-sheet; Subsidiary books. Accounting Procedures of Nonprofits Making Organizations

**UNIT -III FINANCIAL STATEMENT ANALYSIS**

**(8 lectures)**

Financial Statement Analysis: Meaning, Importance, Limitations.

Ratio Analysis- Solvency Ratio, Profitability Ratio, Activity Ratio, Liquidity Ratio, Market Capitalization Ratio; Common Size Statement; Comparative Balance Sheet. Fund flow and Cash Flow Statements.

**UNIT-IV MARGINAL COSTING AND CVP ANALYSIS**

**(10 lectures)**

Cost and its Classification, cost relevant to managerial classification: concept of Marginal costing, Marginal Costing v/s Absorption Costing- Its importance and uses; cost volume profit relationship, quantitative and qualitative application of CVP analysis in decision making.

**UNIT -V BUDGETING AND STANDARD COSTING**

**(8 lectures)**

Concept of standard costing, variance analysis- material, labour.

Responsibility accounting- meaning and significance. Concept of budget, master budget, flexible budget, zero base budgeting, sales budgeting. Cost reduction and value engineering.

**LEARNING OUTCOME:**

After completion of this course a student shall be equipped with the knowledge of basic accounting and its application in organizational environment. This knowledge shall provide them with a cutting edge over others and they shall prove to be a force to reckon with for any organization in which they work with.

**SUGGESTED READING**

Financial Accounting  
Financial Accounting  
Accounting for Managers

Tulsian  
S. M. Shukla  
S.N. Maheshwari

**LEARNING OBJECTIVES**

The basic objective of this course is developing an understanding of the different macro and micro environment which affects any business. A student will also be able to correlate these impacts and the methods to overcome it

**Course Credit: 3**

**Contact Hours: 36 Hours**

**UNIT I INTRODUCTION**

**(8 lectures)**

Business Environment- Meaning, Characteristics, Scope and Significance, Components of Business Environment. Introduction to Micro-Environment – Internal Environment: Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity External Environment: Firm, Customers, Suppliers, Distributors, Competitors, Society, Introduction to Macro Components – Demographic, Natural, Political, Social, Cultural, Economic, Technological, International and Legal, Difference between Macro and Micro environment.

**UNIT II ECONOMIC ENVIRONMENT**

**(8 lectures)**

Economic Environment- Economic System and Economic Policies. Concept of Capitalism, Socialism and Mixed Economy ,Impact of Business on Private Sector, Public Sector and Joint Sector , Competition Act and FEMA, Monetary And Fiscal Policies

**UNIT III POLITICAL & LEGAL ENVIRONMENT**

**(6 lectures)**

Political Institutions- Legislature, Executive, Judiciary, Role of Government In Business, Legal Framework in India

**UNIT IV TECHNOLOGICAL ENVIRONMENT**

**( 8 lectures )**

Innovation, Technological Leadership and Followership, Sources of Technological Dynamics, Impact of Technology on Globalization, Transfer of Technology, Time Lags in Technology Introduction, Status of Technology In India; Management of Technology; Features and Impact of Technology.

**UNIT V SOCIAL & CULTURAL ENVIRONMENT**

**(6 lectures)**

Social And Cultural Environment – Nature, Impact of Foreign Culture on Business, Traditional Values And Its Impact, Social Audit – Meaning And Importance of Corporate Governance and Social Responsibility of Business. Business Ethics.

**LEARNING OUTCOME:**

After the completion of this course a student will be in a position to handle both the internal and external environment of an organization. A student will also be able to draw long term plans for the organization so as to make it sound for the future.

**SUGGESTED READING**

Business Environment  
Business Environment: Text and Cases  
Business Environment  
Business Environment  
International Business Environment

K.Aswhappa  
PAUL  
Francis Cherunilam,  
Shaikh &Saleem  
Ian Brooks, Jamie Weatherstom and  
Grahm Wilkinson

## **MBA(PT)- 201      MARKETING MANAGEMENT**

### **LEARNING OBJECTIVES**

The basic objective of the course is to provide a student with a sound knowledge of marketing concept and theories. This course shall work as a platform for any students to monitor the marketing activities of any organization.

**Course Credit: 3**

**Contact Hours: 36 hours**

### **UNIT- I      INTRODUCTION      (6 lectures)**

Marketing – Concepts, Nature, Scope, Functions, Importance of Marketing, Marketing Orientations, Marketing Process – Marketing Mix, Modern Components of The Mix (Additional 3Ps) Marketing Planning- Implementation & Control, 4A’s of Marketing.

### **UNIT -II      MARKETING ENVIRONMENT      (6 lectures)**

Environment – Concepts, Environmental Scanning- Organizations Micro Environment & Macro Environment, Techniques of Environmental Scanning, Marketing Information System, Concepts and Components. The Marketing Research Procedure.

### **UNIT -III      BUYING BEHAVIOUR & SEGMENTATION      (8 lectures)**

Model Of Consumer Behaviour, Major Factors Influencing Buyer Behaviour, Buying Decision Process, Concepts And Type of Market, Market Segmentation : Importance, Segmentation Procedure, Basis for Segmenting, Market Targeting.

### **UNIT -IV      PRICING & PROMOTIONAL MIX      (10 lectures)**

Pricing - Objectives, Factors Influencing Pricing, Basic Methods of Pricing, Pricing Policies, Product: Concepts and Classification, Product Line & Product Mix, New Product Development Product Life Cycle, Product Positioning, Branding and Packaging. Commercialization Process, Concept of Promotional Mix. Determinants of Promotional Mix. – Personal Selling, Sales Promotion, Advertising And Publicity, Marketing Budget and its Importance.

### **UNIT -V      APPLICATION OF MARKETING IN VARIOUS FIELDS      (6 lectures)**

Rural Marketing: Concept, Scope & Importance, International Marketing: Concept, Scope, Importance. E-Marketing: Concept, Scope & Importance. B2B, B2C & C2C Marketing. Customer Relationship Management - concept and Importance. Green Marketing - Concept, Scope & Importance.

### **LEARNING OUTCOME:**

After the completion of this course a student shall become a mentor of the marketing activities of any organization. A student shall also be able to apply the latest theories and concepts of marketing in the real life of any organization.

### **SUGGESTED READING**

Marketing Management :  
Marketing Management :  
Marketing Management :  
Marketing Management :

Philip Kotler  
Stanton  
RajanSexena  
Namaskumari

**LEARNING OBJECTIVES**

Human Resource is the biggest and the most challenging of any resource of an organization has, to manage it is a daunting task. This course has been drafted keeping in mind the prospects in future for an HR manager. Student shall familiarize themselves with the various theories of HRM and would be able to apply them in organizations effectively.

**Course Credit: 3**

**Contact Hours : 36**

**UNIT- I      INTRODUCTION**

**(6 lectures)**

Human Resource Management: Meaning, Scope, Significance, Objectives and function, Historical evolution of HR.

HRD: Concept, Functions and Importance, HRD Matrix, Profile & Problems of HRD Managers, Task Analysis- Meaning & Process.

**UNIT- II      HUMAN RESOURCE PROCUREMENT**

**(8 lectures)**

Job Analysis & Design- Features, Importance, Job Description & Job Specification, Manpower Planning - Need and Objective, Significance, Process, Benefits & Barriers;

Recruitment – Meaning, Features, Process, Sources; Selection – Meaning, Process, Techniques; Orientation, Placement and Induction.

**UNIT- III      SUCCESSION AND CAREER PLANNING**

**(8 lectures)**

Succession & Career planning – Importance, Process, Techniques, Merits & Demerits; Training and Development – Meaning, Importance, Methods, Process; Transfer, Promotion, Demotion; Human resource Accounting and Audit- Meaning, Importance & Process

**UNIT- IV      EMPLOYEE EVALUATION & COMPENSATION**

**(8 lectures)**

Job evaluation - Performance Appraisal: Meaning, Objectives, Process & Techniques, Compensation- Meaning, Objectives, Concepts, Types, Factors influencing Wages & Salary, Process, Challenges. Incentives & Benefits – Meaning, Objectives, Types

**UNIT -V      EMPLOYEE MOTIVATION AND WELFARE**

**(6 lectures)**

Employee Motivation: Concept, Utilization of Work Motivation, Theories of Motivation, Role of Money in Motivation & Productivity. Quality Work Life, Workers Participation in Management, Grievance Handling & Discipline – Meaning, Importance; Collective Bargaining – Meaning and Importance, Process.

**LEARNING OUTCOME:**

After the completion of this course a student will be able to handle various issues related to HR in any organization. This course shall provide a student an acumen to motivate the employees and to achieve better results from them.

**SUGGESTED READING**

Human Resources Management  
Human Resource Management  
Human Resources Management  
Human Resources Management

Pravin Durai  
B.Mamoria  
Saiyadain  
Gary Dessler

## **MBA(PT)- 203 SELF MANAGEMENT**

### **LEARNING OBJECTIVES**

The basic objective of this course is to develop a knowledge base of students about the individual self. A student shall also learn about the various skills of thinking and decision making and its implication in any organization. Overall a student will be able to have an acumen on self awareness and moral development.

**Course Credit: 3**

**Contact Hours : 36 Hours**

### **UNIT- I SELF AWARENESS (8 lectures)**

Introduction, concept of self awareness, Importance, Self Awareness & Emotional Intelligence, Johari Window Model, Strategies to increase self awareness.

### **UNIT- II EMOTIONAL INTELLIGENCE (8 lectures)**

Meaning, concept, Theories of multiple Intelligence, Emotional competencies, & its framework,, Measuring Emotional Intelligence, Models of Emotional Intelligence, Ikigai Model.

### **UNIT III THINKING SKILLS (8 lectures)**

Nature, Elements of thoughts, types of coping strategies, types of thinking: Meaning and definition of cognition, Piaget's theory of cognitive development, Concept of Mindfulness.

### **UNIT- IV DECISION MAKING (7 lectures)**

Concept, Process, Decision making techniques – Grid analysis, Pareto Analysis, Decision Tress, Risk Analysis, Delphi Technique.  
Problem Solving – Concept, importance, process, Techniques of Problem solving

### **UNIT V MORAL DEVELOPMENT (5 lectures)**

Empathy: Meaning & Definitions, difference between empathy and sympathy, Anger and Distress, Moral Development and social exclusion. Morality and culture.

### **LEARNING OUTCOME:**

After the completion of this course a student shall become a master of self and will be able to develop strategies which are helpful in controlling the self emotional and moral aspects these will be utilised in the overall development of an individual which will be helpful in making an effective organization.

## **SUGGESTED READING**

Working with Emotional intelligence  
Leadership secrets from GE's Jack Welch  
Life skills: personality and leadership  
Critical thinking and analysis

Daniel Goleman  
Robert Slater, Jack Welch  
Nair V  
Mary Deane



## **MBA- (PT) 204 LEGAL ASPECTS OF BUSINESS**

### **LEARNING OBJECTIVES**

The basic objective of this course is to make a student abreast with the legal formalities and hassles of any company. This course shall be a tool to develop legal acumen and to solve legal problems of an organization as and when need arises.

**Course Credit : 4**

**Contact Hours : 40 Hours**

### **UNIT- I INDIAN CONTRACT ACT -1872 (10 lectures)**

Introduction, Offer and Acceptance, Consideration, Free Consent, Lawful Object, Agreement Expressly Declared Void. Contingent contract, Quasi Contract, performance of contract, Discharge Of Contract, Indemnity and Guarantee, Bailment of Pledge, Agency, Remedies of Breach Of contract.

### **UNIT- II SALE OF GOODS ACT- 1930 (8 lectures)**

Nature of Contract Of Sale, Condition and Warranties, Transfer of Ownership, Performance of Contract of Sale, Right Of an Unpaid Seller, Remedies of Breach Of Contract of Sale.

### **UNIT- III PARTNERSHIP ACT-1932 (9 lectures)**

Meaning and Features of Partnership, Types of partners and Partnership, Formation & Deed, Dissolution of Partnership, Rights and Liabilities of Partners, Position of a Minor in Partnership firm, Registration of Firm & Dissolution of Firm, Effect of non registration.

### **UNIT- IV COMPANY MANAGEMENT (8 lectures)**

Company – Definition & Features, Types of Company, Formation of a Company, Promoters Role, Memorandum of Association, Article of Association, Certificate of Incorporation, prospectus.

Company Management: Share Holders and Members, Allotment of Shares, Dividends, Borrowings Powers, Debentures. Directors: Duties and Right, Qualification and disqualification, Appointment and Removal, Company Meetings & Resolutions Winding up of Company.

### **UNIT- V FEMA (5 lectures)**

Scope, Provisions Relating to Authorized person, duties and power of Authorized person, Regulation and Management of Foreign Exchange.

### **LEARNING OUTCOME:**

After completion of this course a student will have an in depth knowledge of the legal affairs of the company and would be in a position to help a company in an hour of legal crisis.

### **SUGGESTED READING**

Company Law  
Mercantile law  
Company Law  
Business Law  
Business Law  
law

Dr.Avtar Singh  
N.D. Kpoor  
N.D. Kpoor  
M. C. Kuchhal  
N. D. Kapoor  
Mercantile  
Avtaar singh

**LEARNING OBJECTIVES**

The basic objectives of this course are to make a student abreast with the tools and techniques of modern decision making and optimization. This course shall be helpful in brushing the knowledge of a student on various other topics viz. demand forecasting, Pricing, Elasticity of demand and macro environment.

**Course Credit: 4****Contact Hours: 40 hours****UNIT- I INTRODUCTION (6 lectures)**

The Economics Background to Management: Nature and Scope of Managerial economics its relationship with other Disciplines. It's Significance in Decision Making, Decision Making in Uncertainty.

**UNIT- II DEMAND ANALYSIS (8 lectures)**

Demand: Concepts, Determinants of Demand, Law of Demand, Elasticity of Demand, Types of Elasticity of Demand and Demand Forecasting- Concept, Methods. Supply Analysis- Law of Supply & Elasticity of Supply.

**UNIT- III INPUT-OUTPUT DECISION (12 lectures)**

Production Concepts and Analysis, Factor of Production, Law of Production- short run & Long run Production Function.

Cost Concept – Types of cost, Cost output relationship in Short run & Long run.

Revenue – Concept, Break Even Analysis.

**UNIT- IV PRICING DECISION (8 lectures)**

Market Structures: Perfect Competition, Monopoly, Monopolistic, Oligopoly and Duopoly Markets, Pricing under different market structures. Business Cycle.

**UNIT -V NATIONAL INCOME CONCEPT (6 lectures)**

National Income & Its measurements. Inflation & Deflation - Measures to control inflation & deflation. Profit Concept, Theories of Profit.

**LEARNING OUTCOME:**

After the completion of this course a student shall be equipped to take various critical decisions in the day to day environment of a business and will be able to develop a sound knowledge of input-Output decisions, demand analysis and pricing. A student shall develop an analytical power and will become an asset for the organization.

**SUGGESTED READING**

Managerial Economics: Concept & Cases  
 Managerial Economics  
 Managerial Economics  
 Managerial Economics  
 Managerial Economics  
 Managerial Economics

Mote Paul & Gupta  
 Varshney & Maheshwri  
 P.N. Chopra  
 D.N. Dwivedi  
 M. Adhikari  
 G.S. Gupta

**LEARNING OBJECTIVES**

The basic objective of this course is to familiarize the students with the various aspects of organizational Behaviour which is must for every manager at work. This course will be able to help a student to develop an acumen on dynamics of interaction, interpersonal and group behaviour. It will also develop an understanding of Personality, Power, Politics and Motivation in an organization.

**Course Credit: 3**

**Contact Hours: 40 Hrs**

**UNIT- I INTRODUCTION (6 lectures)**

Role of Behavioural Science in Management, Concept of Organizational Behaviour, Models of Organizational Behaviour, Approaches to Human Relations, Organization as a Social System.

**UNIT- II INDIVIDUALS BEHAVIOUR I (10 lectures)**

Nature and Models of Individuals Behaviour, Perception: process of perception, barriers of perception. Learning: Theories of learning, Attitude.

**UNIT- III INDIVIDUALS BEHAVIOUR II (8 lectures)**

Personality: meaning, definition, theories of personality, Motivation: meaning, definition, theories of motivation, Moral, Stress and Coping with Stress. Socialization.

**UNIT- IV BEHAVIOURAL DYNAMICS (8 lectures)**

Behavioural Dynamic: Analysis, Inter–Personal Relations, Developing Inter Personal Relationship, Developing Interpersonal Skill, Group Behaviour, Group Formation, Types of Group Implications of Formal and Informal Group on Management, Team Building and Team Functioning, Transactional Analysis.

**UNIT-V ORGNISATIONAL PROCESS (8 lectures)**

Power & Politics- Integration and Control , Organizational Culture, Organizational Effectiveness, Conflict Management- Concept, Sources, Types, Functionality & Dis-functionality of Conflict, Classification of Conflict, Resolution of Conflict.

**LEARNING OUTCOME:**

After completion of this course a student shall be well equipped with the knowledge of handling Power, Politics, Motivational issues and also will be able to take corrective measures on issues like learning, Personality, Socialisation and Stress. The course will make a student the future manager.

**SUGGESTED READING**

Organizational Behavior  
Human Behavior at Work  
Organizational Behavior  
Organizational Behavior  
OrganizationalBehavior

Luthans Fred  
Devis Keith  
Robins Stephanen P.  
Verma&Agarwal  
L.M.Prasad

**LEARNING OBJECTIVES**

The basic objective of this course is to make a student proficient in handling computers and computing technologies. This course shall work as base for MIS also and will provide a student an in-depth knowledge of the value and usage of the information in the best possible manner.

**Course Credit: 3**

**Contact Hours: 36 Hours**

**UNIT- I                      INTRODUCTION TO COMPUTERS                      (6 lectures)**

Data & Information, Need for Information, Qualities of Information, Capabilities and Drawbacks of Computer Machines, Basic Components of Computers and their Functions, Anatomy of Digital Computers, Types of Computers. Types of software: Application software & System software. Low level Languages and High level languages. Bits, Bytes, Words.

**UNIT II                      DATA PROCESSING & SYSTEM DEVELOPMENT LIFE CYCLE                      (8 lectures)**

Data Processing, Batch Processing, Offline & Online Processing Distributed Processing. Operating system and its functions. Multiprogramming, Multitasking, Multiprocessing and Real time systems. Distributed systems. Overview of systems. System Development Life Cycle.

**UNIT III                      DATA COMMUNICATION                      (8 lectures)**

Components of Data Communication Systems, Functions of Data Communication Systems. Types of Signal: Digital & Analog Signals. Modem. Computer Network, classification of computer networks (LAN, MAN, WAN etc.). Need and Scope of Computer Network. Line Configuration, Transmission Modes Topologies of Network: Star, Ring, Mesh, Bus, Hybrid. Transmission Modes: Simplex, Half-duplex, Full-duplex. Client-Server and Peer to peer network. VPN, ISDN, Broadband connection. Types of Servers.

**UNIT IV                      MANAGEMENT INFORMATION SYSTEM                      (8 lectures)**

Information systems, computer based information system, different kinds of systems (operational level, knowledge level, management level, strategic level, systems). Six major types of systems (TPS, OAS, KWS, DSS, MIS, and ESS). Characteristics of Information processing systems. Levels of decision making,. Types of decision: Structured and unstructured decisions. Stages of decision making. Rational model of decision making. Characteristics of MIS. Steps of System Development Life Cycle.

**UNIT V                      INTERNET & OTHER TECHNOLOGIES                      (6 lectures)**

Introduction to Internet. Applications of Internet..E-Mail, URL, World Wide Web, Types of Internet Connection: Dialup connection, ISDN, B-ISDN connection, DSL connection, VDSL, Cable connection etc. Web Browsers, Intranet, Extranet. Concepts of Bluetooth, Wi-Fi, Search engines. IP Address. Internet Protocols – TCP, IP, FTP, HTTP, Telnet

**LEARNING OUTCOME:**

After the completion of this course a student will be able to enhance his knowledge of computers and MIS. This knowledge is going to be an asset for any organization for which he or she works.

**SUGGESTED READING**

Introduction to Computers	Alexis Leon & Mathows Leon
Fundamental of Computers	V. Raja Raman Fundamental of
Computers	P.K. Sinha
An Introduction to Computers	Chethan Srivastava

## **MBA(PT)- 304 BUSINESS COMMUNICATION**

### **LEARNING OBJECTIVES**

Communication and etiquettes are the pillars of ones personality and keeping this in mind the objectives which were set for this course are to provide a student with a sound knowledge of conversation, expression, documentation and research. This knowledge shall provide them exposure in critical thinking and problem solving and will make them sound to handle exposition and arguments.

**Course Credit: 3**

**Contact Hours : 36**

#### **UNIT-I**

#### **INTRODUCTION**

**(5 lectures)**

Introduction: Role, Definition and Classification and Characteristic Purpose of Communication. Process of Communication. Importance of Communication in Management, Barriers to Communication.

#### **UNIT-II CHANNELS OF COMMUNICATION**

**(7 lectures)**

Formal Vs Informal, Grapevine- Factors, types, merits , demerits and effectiveness  
Organisational Communication - Factors, Patterns, Limitations of Communication Patterns  
Impact of Technological Advancement on Business Communication, Telecommunications

#### **UNIT –III VERBAL & NON VERBAL COMMUNICATION**

**(7 lectures)**

Oral Communication: Principles of Oral Communication, formal v/s informal communication, advantages and disadvantages, listening, Interview Skills

Written Communication: salient features of written communication, advantages and limitation of written communication, Purpose Of Writing – Clarity in Writing – Principles of Effective Writing. Writing CVs .Non Verbal Communication - Kinesics, Paralanguage

#### **UNIT –IV CORRESPONDENCE**

**(10 lectures)**

Business Letters and Reports: Introduction to Business Letters – Writing Routine and Persuasive Letters, Complaint and Follow up Letters, Memos; Press Releases & Notices. Report, Its Purpose, Kinds and Objectives of Report Writing. Presentation Skills: Elements of Presentation – Designing a Presentation, Advanced Visual Support for Business Presentation, Types of Visual Aid

#### **UNIT -V GROUP COMMUNICTAION**

**(7 lectures) Group**

Communication: Meetings – Planning Meetings – Objectives – Participants – Timing – Venue of Meetings – Leading Meetings. Media Management – The Press Release, Press Conference – Media Interviews, Seminars – Workshops – Conferences. Business Etiquettes.

### **LEARNING OUTCOME:**

After completion of this course a student will become sound in conversation and will have a basic knowledge of how to present himself before someone. The student shall also be able to conduct critical research and will also be able to handle document of the organisation.

### **SUGGESTED READING**

Business Communication Essentials  
Business Communication  
Business Communication  
Business Communication  
  
Business Communication

Bovee& Thill  
Bisen&Priya  
Suryavanshi Kalkar, Sengupta  
P D Chaturvedi,  
Mukesh Chaturvedi  
Asha Kaul

**LEARNING OBJECTIVES**

This course is going to provide a student the knowledge on production concept and supply chain management. A student will also be trained on quality related issues and will be able to justify what to produce, when produce. A working knowledge on Inventory Control shall also be gained by him.

**Course Credit: 4****Contact Hours : 40 hours****UNIT I INTRODUCTION****(4 lectures)**

Production: Meaning and Objectives, Production Technology: Meaning, Classification of Technology, Technological Choice, Forecasting Methods & Techniques.

**UNIT II PRODUCTION PROCESS****(8 lectures)**

Manufacturing Process: Concepts, Process Selection, Type of Production: Job and Mass Production, Capacity Planning: Long Range Capacity Planning, Types of Capacity. Design of Production System: Product Design, Process Design, Production Design.

**UNIT III PRODUCTION ECONOMICS****(12 lectures)**

Plant Location, Plant Layout: Product and Process Layout, Maintenance Management: Prevention. Product Life Cycle: Concepts, And Application, Material Handling: Concept, And Modern Material Handling Devices, Robotics, Management of Quality: SQC, Acceptance Sampling, TQM, ISO Standard Series: Meaning, Importance and Procedural Requirements.

**UNIT IV PRODUCTION PLANNING AND CONTROL****(8 lectures)**

Production Planning: Meaning, Function and Scope, Factors Determining Production Planning Procedure. Production Control: Concept, Function and Production Control System. Aggregate Planning: Cost Associated with Aggregate Planning, Capacity Requirement Planning, Master Production Schedule.

**UNIT V WORK SYSTEM AND INVENTORY MANAGEMENT****(8 lectures)**

Work System: Concept, Work Study, Time Study, Motion Study, Learning Curve and its Impact on Productivity, Value Engineering. Inventory Management: Cost Associated with Inventory, EOQ Models, Buffer Stock, Re-Order Point, and ABC Analysis.

**LEARNING OUTCOME**

After the completion of this course, a student will be in a position to plan and schedule the production activities of the organization in the best possible manner. They will be able to learn the techniques of inventory control and its application in organization.

**SUGGESTED READING**

Production Management

Production Planning

Management A Hand Book

Production Management A Hand Book

Chary

C.B. Gupta Production

Walley B.H

Walley B.H

**LEARNING OBJECTIVES**

The Basic objective of this course is to develop in the mindset of a student the basic understanding of International Business and its environment. During the study of this course a student shall come across various concepts and theories of International Business Management and will be in a position to deal with any problem and situations effectively.

**Course Credit: 4**

**Contact Hours: 40 hours**

**UNIT- I      INTRODUCTION TO INTERNATIONAL BUSINESS      (6 lectures)**

International Business: Introduction, Definition, Forms and Facets, International Business Environment, International Economic Tendencies: Liberalization, Privatization and Globalization. Balance of Payment.

**UNIT-II      TRADE BARRIERS      (8 lectures)**

Trade Barriers – Meaning, Importance, Usage, types of barriers, Tariff and Non-Tariff Barriers. Non –Tariff - Subsidies, Import Quotas, And Voluntary Export Restraints, Administrative Policies, Anti Dumping Policy.

**UNIT-III      ENTRY STRATEGIES FOR GLOBAL PRESENCE      (10 lectures)**

Foreign Market Entry Strategies: Exporting, Licensing, Joint Ventures, Strategic Alliances, Franchising, Assembly Operations, Management Contract, Turnkey operation, Free Trade Zones.

**UNIT-IV      INTERNATIONAL ECONOMIC INSTITUTION      (10 lectures)**

GATT, WTO, UNCTAD, WCO, ILO, IMF, Regional Economic Integrations: ASEAN, SAARC, EU, OPEC, BARC.

**UNIT-V      INTERNATIONAL BUSINESS THEORIES      (6 lectures)**

Comparative Cost Theory, Hecksher Ohlin, Product Cycle Theory, Foreign Exchange Basic Concept, Foreign Exchange Market, Factor Affecting Exchange Rates.

**LEARNING OUTCOME:**

After the completion of this course a student will be in a position to guide an organisation in matters related with International Business. The student will also be in a position to draw concrete plans and strategies to achieve the International goals of any organisation.

**SUGGESTED READING**

International Business Environment  
International Business Environment  
International Business Management  
International Business Management  
International Business Management

Sundram & Black  
V.K.Bhalla &Shivram  
Francis Cherunillam  
Shamsher Singh  
F.L. Bascunan





**LEARNING OBJECTIVES**

The basic objective of this course is to infuse in the minds of a student the concepts and theories of financial management. A student will gain knowledge about sources of finance, time value , leverage analysis, cost of capital, dividend policy, working capital management, and many other related issues. This knowledge shall make it possible for a student to develop a financial acumen.

**Course Credit : 4**

**Contact Hours: 40 hrs.**

**UNIT I      INTRODUCTION      (6 lectures)**

Scope and Nature of Financial Management, Goal of the firm, Sources of Finance , Time Value of Money, Profit Maximization Vs. Wealth Maximization, Functions of Finance Manager; Indian Financial System- Primary & Secondary Market; Concept of Risk & Return, CAPM Model

**UNIT II      FINANCIAL DECISIONS      (12 lectures)**

Leverage Analysis: Concept, Types and Application, BIT-EPS Analysis, Point of Indifference. Capital Structure: Concept, Feature and Principles of a Good Capital Structure, Cost of Capital: Meaning, Concept, Importance, Computation of Cost of Debt, Preference Shares, Equity and Retained Earnings, Weighted Average Cost of Capital, Cost of Working Capital.

**UNIT III      INVESTMENT DECISIONS      (8 lectures)**

Capital Budgeting: Concept, Significance and Process, Capital Budgeting Techniques, Capital rationing, Non Financial Factors in Capital Budgeting, Investment Decision in Uncertainty, Decision Tree Approach.

**UNIT IV      DIVIDEND DECISIONS      (8 lectures)**

Factor Affecting Dividend Policy, Dividend Models, Dividend Policy in Practice, Management of Retained Earnings; Issue of Bonus Shares, Miller Modigliani Approach.

**UNIT V      WORKING CAPITAL DECISIONS      (6 lectures)**

Concepts of Working Capital, Estimation and Sources of financing of Working Capital; Risk- Return Trade off in Working Capital, Management of Cash, Receivables and Inventory.

**LEARNING OUTCOME:**

After the completion of this course a student shall become equipped to take managerial decisions on financial issues and to help any organization to come out of financial crisis.

**SUGGESTED READING**

Financial Management  
Financial Management  
Financial Management  
Financial Management  
Financial Management

I.M. Pandey  
Prasanna Chandra  
Van Horne  
R.M.Srivastava  
Ravi M. Kisore

**LEARNING OBJECTIVES**

The basic objective of this course are to provide a student hands on knowledge of e-commerce and its impact on today's business. Various concepts and methods of online trading will be grasped by them and ultimately they shall be able to do online trading with ease.

**COURSE CREDIT: 3****CONTACT HOURS: 36 HOURS****UNIT- I INTRODUCTION (6 lectures)**

E-Business- Overview, Development & Growth, Strengths, Advantages, Reasons for going online, Limitations, Models & types. E-Business Categories – E-Accounting, E-Banking, E-Engineering, E-Learning, Marketing-Supply-Trading.

**UNIT- II BUSINESS STRATEGIES (8 lectures)**

Designing, Developing of the System – Identification & Development of Business Plan ,Web-Server – Concept, Meanings of server, E-Mail – Benefits, Drawbacks, Spam-its solution; Selling – Online selling to Businesses & Consumers;

**UNIT III STRATEGIC ISSUES (8 lectures)**

E-Business Revenues Models; Strategies Issues- Channel Conflict, Strategic Alliances  
Logistics & Support Activities – Purchasing- Direct Vs Indirect, Logistics, Support, EDI Payments; Electronic market places & Portals.

**UNIT- IV PAYMENT SYSTEM (6 lectures)**

Payment Cards – Advantages & Disadvantages; Electronic Cash; Micropayments; Holding Electronic Cash – Online & Offline, advantages, disadvantages.  
Electronic Cash System – Electronic Wallets- Stored Value Cards, Magnetic Cards, Smart Cards, Mobile Banking, Phishing & Identity Theft

**UNIT- V IMPLEMENTING E-BUSINESS INITIATIVES (8 lectures)**

Identifying benefits & Objectives; Linking Objectives to business strategies; Measuring Benefits, Estimating Costs, Funding Online Start-ups, Outsourcing. Review of cases – AMAZON,FLIPKART, MYNTRA. Emerging Issues – Business Process Re-engineering, E-Governance, Digital Commerce, M-Commerce.

**LEARNING OUTCOME:**

After the completion of this course a student will become an expert of e-business and will become a problem solver for those who face challenges regarding their e-business venture.

**SUGGESTED READING**

E-Business  
Learning E-Business and E-commerce Management  
Electronic Business  
E-commerce- An Indian Perspective

Gary P.Schneider;Cengage  
Dave chaffey  
Geoffrey Sampson  
P.T. Joseph

## **MBA(PT)- 502 ENTREPRENEURSHIP AND SMALL BUSINESS DEVELOPMENT**

### **LEARNING OBJECTIVES**

The basic objective of this course is to develop an entrepreneurial acumen amongst the students, various laws and regulations governing entrepreneurship shall be taught and the advantages and disadvantages of being an entrepreneur shall also be taught.

**Course Credit: 3**

**Contact Hours: 36 hours**

### **UNIT I THE ENTERPRENEUR**

**(6 lectures)**

Entrepreneur – Definition, Concept, Characteristics, Classification, Entrepreneurial Functions, Entrepreneurship- Concept, Entrepreneurship Development – Approches, Various Issues in EDPs, Entrepreneurship Training : Need & Importance.

### **UNIT-II INSTITUTIONAL ARRANGEMENT**

**(8 lectures)**

Institutional support in entrepreneurshp : Central Government institutions NABARD, SIDO, NSIC, State Government institution SFC, SSIDC, KVIC, Non-Government Institutions ICSI, LUB Role of Central & State Government in promoting entrepreneurship, Various incentives, subsidies, Role of varions agenciers in entrepreneurial development – EDII, NIESBUD.

### **UNIT -III DEVELOPING ENTREPRENEURSHIP**

**(8 lectures)**

Idea Generation – sources & approaches, Project Identification and formulation , Feasibility analysis., Opportunities Scanning , Choice of Enterprise, Choice of Technology and Selection of location, .Project Report preparation ,

### **UNIT- IV MANAGEMENT OF SMALL BUSINESS**

**(8 lectures)**

Overview of MSME, Concept, Rule and Establishment Procedure, SME's Operations, Issues in Functional Management of SME's. Strategies for growth.

### **UNIT -V TRENDS IN ENTREPRENEURSHIP**

**(6 lectures)**

Women Entrepreneurship - SWOT ANALYSIS of Women entrepreneurship in India, Rural Entrepreneurship – Need & Importance, Role of Government & NGOs. Social Entrepreneurship – Characteristics, Social Enterprises in India.

**LEARNING OUTCOME:** After the completion of this course the students will dare to become an entrepreneur and thus achieving the vision of skill India. All the aspects of being a successful entrepreneur shall be readily understood by a student and they will contribute a lot to a society by their entrepreneurial ventures.

### **SUGGESTED READINGS**

Organization and Management of small scale Industries	V. Desai
management of small scale industry	V. Desai
Entrepreneurship and venture management	C.M. Bamuback, J.R. Maneudo
Entrepreneurship Management	C.B.Gupta
Entrepreneurship Management	Holt

**LEARNING OBJECTIVES**

The basic objective of this course is to familiarize the students with the concepts and issues of consumer behaviour & marketing research and to develop in them the habit of analysing things in a critical manner.

**Course Credit: 4**

**Contact Hours: 40 hours**

**UNIT I INTRODUCTION (6 lectures)**

Consumer Behavior : Meaning and concepts, Factors affecting consumer Behaviour Consumer Behavior as a marketing discipline, Consumer Research and its role in marketing , Organisational Buying Behavior.

**UNIT II THE BUYING BEHAVIOUR (8 lectures)**

Buying Motives, Personality and Psychographics, Communication and Consumer Behavior, Group Dynamics and Consumer Reference Group, Family Buying influence, Family life Cycle and Buying roles, Social and Cultural influences.

**UNIT III THE BUYING PROCESS (10 lectures)**

Buying Decision Process – Five stage Model, Theories of consumer decision making, Consumer needs and Motivation, Consumer perception, Nature of Consumer Attitude, Attitude development , Alternative Evaluation in buying Decision , Purchase decision and Post Purchase- Behaviour.

**UNIT IV MARKETING DECISION AND MARKETING TOOLS (10 lectures)**

Meaning and Importance , Types of Marketing Research, Research Design and Techniques, Data Collection, Sampling Designs, Estimation of sample size, Questionnaire planning and execution of research tools , Statistical evaluation of Data.

**UNIT V APPLICATION OF MARKETING RESEARCH (6 lectures)**

Univariate & Multivariate analysis; Application of marketing research in the Indian scenario; Constraints in using Marketing Research in India; Future Outlook & Direction.

**LEARNING OUTCOME:**

After the completion of this course a student will be able to understand and explain the concepts and contemporary issues of Consumer Behaviour and Market Research and will be in a position to solve complex issues.

**SUGGESTED READINGS**

Marketing Research  
Marketing Research  
Consumer Behavior

Luck & Rubin  
Boyd & Westfall  
Schiffman

## MBA(PT)- MM 02 SALES AND DISTRIBUTION MANAGEMENT

### LEARNING OBJECTIVES

The basic objective of this course is to familiarize the students with the concepts and latest trends in sales & Distribution Management and also to familiarize them with the latest development in the field of logistics management

**Course Credit: 4**

**Contact Hours: 40 hours**

#### **UNIT- I INTRODUCTION (8 lectures)**

Evolution of Sale Department, Objective of Sales Management, Sales Executive as Coordinator, Sales Management and Control. Role of Sales Department, Strategy in Exchange Process, Interdependence of Sale and distribution, Selling Process and Pre-requisites for Effective Selling, Role of Sales Executives in present Scenario.

#### **UNIT-II MANAGEMENT OF SALES ACTIVITY (8 lectures)**

Purpose and Procedure for setting a sales organization, Basic type of Sales Organization, Organizational structure, Developing Sales Territory, Sales force Concept Management Recruitment and Selection, Compensation, Motivation Performance Appraisal of Sales Force.

#### **UNIT-III PLANNING OF SALES EFFORTS (10 lectures)**

Sales Displays: Meaning, Importance, Methods, Sale Forecasting, Meaning, Importance, Methods, Sales Quotas: Meaning, Importance,. Sales Budgeting and Control, Marketing Cost Analysis, Sales Management Audit, Sales Reports: meaning, Methods and Importance.

#### **UNIT- IV DISTRIBUTION SYSTEM LOGISTICS (8 lectures)**

Warehousing, inventory decision and their Importance, Transportation decisions, Communication Logistics, Distribution Cost Analysis, Customer Services and Physical distribution of Goods.

#### **UNIT –V DISTRIBUTION PLANNING AND CONTROL (6 lectures)**

Channels of distribution: meaning type and Importance, participants in the Channel System, selection and motivation of Intermediaries, Distribution Analysis and Control. International orientation of Sales management.

### LEARNING OUTCOME:

After the completion of the above course the student will be able to understand and explain the concepts of Sales and Distribution Management and will be able to take complex decisions with ease. The student shall also become savy to resolve logistic issue as and when necessary.

### SUGGESTED READINGS

Sales and Distribution Management	Still &Condifff
Sales and Distribution Management	P.k. Saha
Sales and Distribution Management	R.S. Davar

**LEARNING OBJECTIVES**

The basic objective of this course is to familiarize the students with the concepts and latest trends in product management and Integrated Marketing communication and also to enhance their skills in advertising and brand management.

**Course Credit: 4**

**Contact Hours: 40 hrs.**

**UNIT I                      INTRODUCTION**

**(8 lectures)**

Product – Concept, Classification, Levels of product, product hierarchy, product line strategies, product mix strategies. New Product Development: Testing and adoption process. , Product Life Cycle : Normal Marketing strategies, Product portfolio analysis, BCG Model, Gap Analysis, ANSOFF Grid. Role of Product Manager in the lifecycle of a product.

**UNIT II                      PRODUCT PACKAGING AND POSITIONING**

**(8 lectures)**

Packaging – types and importance , packaging strategies, product positioning- concept and basis for positioning.

Branding – Advantage and disadvantages of branding, brand equity, brand positioning, brand sponsorship role of Brand Ambassadors, Concept of Trademark, Difference between brand and trademark. Trade mark and Merchandise Act.

**UNIT III                      MARKETING COMMUNICATION**

**(8 lectures)**

Marketing Communication – Concept, Marketing Communication Mix, Communication Development Process. Integrated Marketing Communication, - Concept , Managing IMC, Co-ordinating Media and implementing IMC. Methods of Budget Allocation in Marketing Communication.

**UNIT IV                      MANAGING MASS COMMUNICATION**

**(10 lectures)**

Advertising – Concept, Objectives & Importance, Developing and Managing an advertising programme. Advertising Message – Meaning, and importance, Designing and Development of Advertising Copy, PUNCH Lines- Concept and importance, Sales Promotion – Meaning, Objectives and Methods, Factors affecting sales promotion Decisions. Public Relation – Concept, Methods, Advantages & Role                      Publicity – Concept, Types, advantages & Disadvantages

**UNIT V                      PERSONAL COMMUNICATION**

**(6 lectures)**

Personal Selling – Concept, Nature, Need, Approaches, Process, Advantages & Disadvantages Direct Marketing - Meaning, Methods, Advantages & Disadvantages, Issues& Trends in Direct Marketing. Media Planning – Concept, Types of Media, Process of Media Selection

**LEARNING OUTCOME :**

After completion of the above course a student will be able to understand and explain the concepts of IMC and will be able to take complex decisions with ease. The knowledge of IMC shall also equip the students to be savy in promoting the brand image of a product.

**SUGGESTED READING**

Advertisement Management	Batra & Aaker
Marketing Management	Philip Kotler
Product Management	Majumdar
Advertising Management	Chunatullah
Advertising Management	Mohan

## **MBA(PT)- FM01 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

### **LEARNING OBJECTIVES**

The basic objective of this course is to provide a student with a sound knowledge of the concept and theories of security analysis and portfolio management. The student will devote himself whole heartedly for the implementation of these concept in the best possible manner for the overall growth of the organization.

**Course Credit: 4**

**Contact Hours:40 hours**

#### **UNIT-I INTRODUCTION**

**(6 lectures)**

Security Analysis: Concept and importance. Financial Security: Concept, types, suitability, Investment Decisions: Types, and Process, Security Market : Meaning , Instruments, Legal framework. Investment risk: Meaning, Type and models.

#### **UNIT- II VALUATION OF SECURITIES**

**(8 lectures)**

Security Valuation: Needs and importance. Valuation of Equity Share, Bonds, Preference shares, Right shares, warrants, Convertible Claims, Efficient market theory: Concept and Importance.

#### **UNIT- III INVESTMENT ANALYSIS**

**(8 lectures)**

Investment analysis: Importance. Fundamental analysis: Economy Industry Company Analysis. Equity Research: Methods and Importance. Technical Analysis: Importance and Tools, DOW Theory, Chartists Method, Charts and trend lines, ELLIOT WAVE Theory.

#### **UNIT- IV PORTFOLIO MANAGEMENT**

**(10 lectures)**

Portfolio Management: Meaning Concept, Importance, Features, Principals. Portfolio Management Theories: Capital market theory, CAPM Model, Markowitz Model, Modern portfolio Theory. Portfolio analysis, Selection and Management of portfolios, Portfolio Revision.

#### **UNIT- V MANAGEMENT OF MANAGED PORTFOLIOS**

**(8 lectures)**

Managed portfolios: Meaning, Importance and Functioning. Present status in Financial Market. Methods of performance Appraisal of investment companies and mutual funds.Mutual Funds; Concept, Objectives, Types and Importance. Problems and prospects of mutual fund market in India.

#### **LEARNING OUTCOME:**

After the completion of this course a student will master the art of security analysis and portfolio management and will be able to use various strategies of SAPM in the best possible manner.

#### **SUGGESTED READING**

Security analysis and Portfolio Management  
Security analysis and Portfolio Management  
Portfolio Management  
Security and Portfolio Management  
Security & Portfolio Management

V.K. Bhalla  
V.K. Aadhani  
Barua&Verma  
P. Pandain  
Fisher & Jorden

## **MBA (PT) FM 02 FINANCIAL INSTITUTIONS AND MARKETS**

### **LEARNING OBJECTIVES**

The basic objective of this course is to develop an understanding of the current financial system, its role and importance in Indian Economy.

**Course Credit: 4**

**Contact Hours: 40 hours**

### **UNIT-I INTRODUCTION (6 lectures)**

Indian Financial System- Overview, Concept, Constituents, functions, types and importance; Financial Sector Reforms in India. RBI: Role and Functions, Recent Monetary & Fiscal Policies of India.

### **UNIT-II FINANCIAL INSTITUTIONS (10 lectures)**

Commercial Banks – functions & Objectives; Co-Operative Banks,RRBs, Specialized Institutions- IDBI, ICICI, IFCI, NABARD, SIDBI, State Level Institution NBFCs: Their Status, Types, Working and Strategy for Commercial Viability, Insurance and Mutual Fund Organization Their Types and Working.

### **UNIT-III CAPITAL MARKET (10 lectures)**

Primary Market- IPO; Secondary Market; Financial instruments in the financial market- Equity shares preference shares, debentures/bonds, Mutual Funds  
BSE, NSE, OTCEI etc. Listing of shares, SENSEX, Nifty-Fifty, on line trading dematting of shares, Securities Contract Regulation, SEBI and Its Role.

### **UNIT-IV MONEY MARKET (8 lectures)**

Money Market – Structure, functions, Advantages & Drawbacks; its role in the development of the economy. Instruments -MMMFs, TBs, call money market, commercial paper etc.  
DFHI – Structure, role & functions; Role of financial Institutions in the Money Market; Regulatory framework

### **UNIT-V FINANCIAL MARKET (6 lectures)**

Government Securities Market; Market for financial guarantees; Industrial Securities Market; Foreign Exchange Market - Meaning, Participants, Structure, Functions

### **LEARNING OUTCOME:**

After the completion of the course a student will be in a position to understand the various markets and institutions playing essential role in the mobilisation of the resources.

### **SUGGESTED READING**

Financial System  
Financial Institution & Markets  
The Financial System in India

Bharati V, Patnaik  
L.M.Bhole  
Subhash Chandra Das



## **MBA(PT) FM03 MERCHANT BANKING AND FINANCIAL SERVICES**

### **LEARNING OBJECTIVES**

The objective this course is to make a student abreast with the concept and theories of merchant banking and financial services. This course will enable a student to implement the latest trends of this field in the financial system of any organization so as to achieve the best possible results.

**Course Credit: 4**

**Contact Hours: 40 hours**

### **UNIT I INTRODUCTION (8 lectures)**

Merchant Banking: Introduction, Concept, Nature & Scope of Merchant Banking, Types & functions of Merchant Bankers, Regulation of Merchant Banking Activity. Professional Ethics & Code of Conduct. Indian Merchant Banking :Overview, Structure, Current development. Instruments of capital market and money market.

Mutual Funds: Meaning, Types, Advantages, Disadvantages, legal structure and regulation of mutual funds in India.

### **UNIT- II ISSUE MANAGEMENT (8 lectures)**

Pre Issue Management : Types of Issue and analysis of prospectus, Private Placement, Bought Out deals, Book Building Methods, Pricing of securities, Underwriting, Post Issue Management :Listing,

### **UNIT- III FINANCIAL SERVICES (10 lectures)**

Financial Services – Meaning, role of financial services in a financial system, types& importance, online trading, dematerialization &Rematerialization, Leasing : meaning, features, types, benefits& limitations Hire Purchase : Concept &Characteristics, Difference between hire-purchase & Leasing.

### **UNIT- IV FINANCIAL SERVICES (8 lectures)**

Factoring and Forfeiting, , Bills Discounting and Rediscounting, DFHI  
Depository System in India- NSDL, CSDL, benefits of depository system  
Venture Capital, Securitization, Credit Rating, Micro Finance

### **UNIT- V INTERNATIONAL CAPITAL MARKETS (6 lectures)**

Need of Indian companies for resigning funds from foreign markets, usage of euro issue, evaluation of various types of depository receipts- ADRs, GDRs, FCCBs and FCEBs

### **LEARNING OUTCOME**

After the completion of this course a student will able to master the art of merchant banking and it will be his endeavour to strength organization to come out of any financial crisis.

### **SUGGESTED READING**

Merchant Banking and Financial Services  
Marketing of Financial Services  
Merchant Banking and Financial Service  
Management of Financial Services

Machiraju  
V. A. Awadani  
J.D. Verma  
M.Y.Khan

**LEARNING OBJECTIVES**

The basic objective of this course is to equip a student with the knowledge of the concept and theories of industrial relations and labour laws so that they can apply them as and when the need arises.

**Course Credit: 4**

**Contact Hours:40 hours**

**UNIT- I INTRODUCTION****(8 lectures)**

Introduction – Concept, objectives, functions, significance & aspects of Industrial Relations, Emerging Challenges of IR in India. Linking Industrial Relations with Economic Growth of a country. Union and unionism,

**UNIT- II INDUSTRIAL DISPUTES****(8 lectures)**

Development of trade Union in India, Type& Structure, Role and functions of Trade Union, Problems & Suggestive Measures of trade unions. Management of Employer's Association. Trade Union Act 1926- objectives, recognition & registration, Industrial Democracy & Participative Management.

**UNIT -III INDUSTRIAL DISPUTES****(8 lectures)**

Causes of Industrial disputes& Consequences, Machinery for the Prevention and Settlement of Industrial Disputes, Grievance handling. Main provisions of Industrial disputes Act, 1947. Payment of Gratuity Act 1972.

**UNIT -IV LABOUR ACT****(8 lectures)**

Factory Act. 1948, Minimum Wage Act, 1948, Payment of Wages Act, 1936, Employee Provident Fund Act 1952, Employee state insurance act 1948.

**UNIT -V COLLECTIVE BARGAINING****(8 lectures)**

Concept of collective Bargaining, Types and process of collective bargaining, worker's participation in Management: Scope and Present Status in India, Directive principles of State policies.

**LEARNING OUTCOME:**

After the completion of this course a student will be able to guide an organization about industrial relations and labour laws. A student will also be in a position to resolve industrial disputes and guide the workers in a proper way.

**SUGGESTED READING**

Labour Law	P.K.Malik
Labour Law	Taxman`s
Mercantile Law	N.D Kapoor
Mercantile law	Sharma & Chawla
Mercantile Law	S.S. Gulshan
Dynamics of Industrial Relations	C.B.Mamoria
Industrial Relations	Arunmanappa
Industrial Relations	R.S. Davar

**LEARNING OBJECTIVES**

The basic objective of this course is to teach a student the various concept and theories of organizational development and HRD Practices and effort will also be made to make a student aware of the latest trends prevalent in this field.

**Course Credit: 4**

**Contact Hours:40 hours**

**UNIT- I INTRODUCTION**

**(8 lectures)**

Organizational Development: Definition & Objectives, Feature of Organizational Development, Models of Organizational Development, Salient Issues in Organizational Development.

Various Forms of HRD Organization, HRD Department and their tasks, HRD Culture & Climate, Functions of HRD. Task Analysis : Contextual Analysis, Activity analysis, Competency analysis. Performance analysis, Discrepancy Analysis

**UNIT- II ORGANISATIONAL DEVELOPMENT INTERVENTIONS (8 lectures)**

History of Organizational Development: The Laboratory Training, Team Intervention, Group Process Intervention, Comprehensive Interventions, Structural Interventions, Conditions for Optimal Success,

**UNIT- III ORGANISATIONAL CULTURE DEVELOPMENT**

**(6 lectures)**

Group Dynamics and Behavior, Socialization, Rationalization, Communication, Communication Networks, Management of Gender Issues.

**UNIT- IV LEARNING ORGANIZATION**

**(10 lectures)**

HRD Systems -Appraisal System, Career System, Training System, Self Renewal System. Concept of Development supervision, Supervisory styles, Bases & Types of power, Building effective teams, Managing dissatisfaction & Frustration.

**UNIT- V MOTIVATIONAL ASPECTS OF HRD**

**(8 lectures)**

Determinants of personality, Personality theories, Perception, Coping up with stress, Aspects of Role Efficacy-Role making, Role Centering & Role linking. Counselling & mentoring .Role of Feedback in HRD.

**LEARNING OUTCOME**

After the completion of this course a student will be able to learn and imply the best practices in the field of organizational development. He will also develop an analytical acumen which shall be useful in the application of latest HRD Practices in the Organization.

**SUGGESTED READING**

Designing and Managing Human Resource System  
HRD Missionary HRD Network  
Management of Change through HRD  
Organisational Development  
Organisational Behavior

UdaiPareek& T.V. Rao  
T.V. Rao  
Maheshwari B.L. DharniP.Sinha  
French & Bell  
Bowditch &Buono

**LEARNING OBJECTIVES**

The course aims at exposing the learner to the concept and practice of training and development in the modern organizational setting through the pedagogy of case discussions and recent experiences. The design of the course aims to provide an experimental, skill-based exposure to the process of planning, organizing and implementing a training system.

**Course Credit: 4**

**Contact Hours:40 hours**

**UNIT I INTRODUCTION**

**(8 lectures)**

Training - Meaning, importance, objectives. Methods& Challenges of Training, Criterion for training design, System Approach to training- phases, Role of stakeholders in training – Participants, Organization, Training Agents, Trainers, Training Department., Training & HRD. Phases of training process, Methods of training & Development, Barriers to training.

**UNIT II TRAINING NEED ASSSSMENT**

**(8 lectures)**

Need for training, Training Organizational Support for the needs assessment process – Organizational Analysis, Requirement Analysis, Task & Knowledge, Skill & Ability Analysis, Person Analysis

**UNIT III LEARNING ENVIRONMENT**

**(8 lectures)**

Learning – Definition, Importance, outcome, Principles of Learning, Learning Styles, Barrier to Learning; Stages of Learning, Theories of Learning – Classical, Conditioning, Operant, Social Learning.

**UNIT IV DESIGNING TRAINING PROGRAMS**

**(10 lectures)**

Designing a training program – Contents & Scheduling, study material, selecting a trainer, deciding methods of training, cost & training Budget; Types of teaching aids in Training.

Evaluation – Need, Methods, Designing of Evaluation Process, Effectiveness Models – Anderson Model of learning evaluation, Kaufman’s Model, Procedure for Monitoring & Evaluation of training Programs.

**UNIT V TRAINING DEVELOPMENT**

**(6 lectures)**

Development - Need, Objectives, Importance; Role of Management Development Management Development – purpose, Objectives, techniques, & pre- requisites.

**LEARNING OUTCOME:**

After completion of this course, a student shall be in a position to identify the training needs of the workers of an organization and then to arrange and plan the training activities in the best possible manner.

**SUGGESTED READING**

Training in Organizations  
Training Programmes  
Training for Organizational Transformation  
Management Training and Development  
Training for Development  
Training and Development (Concepts & Practices)

Irwin L.Goldstein, J.Kevin Ford  
Leslie Rae; Infinity Books  
Rolf P Lynton, UdaiPareek  
Munish Vohra;.  
R.K.Sahu;  
S.K.Bhatia;

**LEARNING OBJECTIVES**

This paper will provide a deeper understanding of the process and procedure of documentation used in various export import activities. After studying the course student will be in a position to guide the organization at the time of need.

**Course Credit: 4**

**Contact Hours: 40 hours**

**UNIT- I ORGANISING EXPORT OPERATIONS****(8 lectures)**

Export organization, Import organization; Export-Import Organization; Criteria for selection of Product, Procedure for establishing business firm; Allotment of importer – Exporter Code number, Registration of Export firm, Export Order Processing Models – Quotation, Order Entry, Shipment, Inter-relationship with outside service providers. Export Price quotation – Incoterms, Structure and contents.

**UNIT- II PROCESSING OF EXPORT ORDER****(8 lectures)**

Nature of export order; scrutiny of Export order; Method of Payment, Advance payment, Open Account, Documentary collection, Letter of credit, Procedure for collection of payment against D/P, D/A,L/C; Reshipment Inspection need types.

**UNIT -III EXPORT DOCUMENTATION-I****(8 lectures)**

Types of pre-shipment, Documents and their definition, Standardised Reshipment Documents, Procedure and Documentation requirement for Excise Clearance – Exempted & Non-Exempted Goods.

**UNIT -IV EXPORT DOCUMENTATION-II****(8 lectures)**

Custom Clearance of Export Shipment by air and sea; Negotiation of documents after shipment, Preparation of documents and collection through bank, submission of documents under letter of credit.

**UNIT -V IMPORT PROCEDURE****(8 lectures)**

Import of unrestricted, restricted and capital goods, Procedure for obtaining Import License and custom clearance, Levy of custom duty, Release of Goods, Warehousing of Imported goods and clearance of warehoused goods for Home consumption.

**LEARNING OUTCOME:**

After the completion of this course a student will become an expert in the field of Export Import documentation and will be able to guide an organization in its pursuit of International Marketing

**SUGGESTED READING**

Export Import Procedures  
Export Import Management  
Export/Import and Logistics Management  
Export/Import Procedures & Documentation

C.Rama Gopal  
Ajay Pathak  
Usha Kiran Rai  
Thomas E. Johnson

**LEARNING OBJECTIVES**

The basic objective of this course is to provide a student with in hand knowledge of the concepts and theories of Foreign Trade Policy. This course will also provide a student ready knowledge on Export, Import incentives as provided by the Govt. of India and will prove to be an asset for them as far as dealing with various agencies is concerned.

**Course Credit: 4****Contact Hours: 40 hours****UNIT- I FRAMEWORK FOR TRADE POLICY IN INDIA (8 lectures)**

Evolution of Foreign Trade Policy , Foreign Trade Policy Reforms; Foreign Trade Development and Regulation Act 1992 Export Policy Resolution,; Committee on Trade Policies. Export- Import Policy ( 2002-2007) - objectives, salient features and main provisions, critical appraisal

**UNIT -II INTERNATIONAL FRAMEWORK OF EXPORTS (8 lectures)**

Export & Economic Development, Determinants of export Performance; Export Growth – Problems & Prospects, Global Trading Scenario, Remodelling Business Strategy, Committee on Import – Export policies & Procedures, Committee on Export Strategy, Export Promotion – Macro & Micro Measures.

**UNIT- III EXPORT INCENTIVES & FACILITIES I (6 lectures)**

Incentives linked to Export performance, Duty Drawback, Duty Entitlement Passbook Scheme, Incentives for Marketing of Export Goods, Marketing Development Assistance, Subsidy schemes; Recognition of exporters in various categories; Provision for Farm Sector; Diamond, Gems and Jewellery Export Promotion Scheme; Import Liberalisation.

**UNIT IV EXPORT INCENTIVES & FACILITIES II (8 lectures)**

Fiscal Incentives – Exemption from Sales Tax, Exemption from Income Tax; Import Facilitation for Export Import under EPCG scheme; Import under duty Exemption scheme, Imports by EPZ's & EOU's, SEZ's, Deemed Export Scheme,

**UNIT V INSTITUTIONAL INFRASTRUCTURE (10 lectures)**

Indian Trade Promotion Organizations- Functions & Assistance to Exporters; Institutional Arrangement - Ministry of commerce; Board of Trade; Commodity Organisations - Export Promotion Councils, Commodity Boards, MPEDA, APEDA; Service Institutions-IIFT, TDA,ITPO,NCTI,ECGC,EXIM Bank;FIEO; FIB; Export Inspection Council; Federation of Indian Export Organisation, Export Inspection Council, Export Houses - Trading Houses, Star Trading Houses, Super Star Trading Houses

**LEARNING OUTCOME:**

After the completion of this course a student will be able to organize the various activities of an organization which are concerned with its foreign trade policy. The course shall give a student an acumen on how to deal with various agencies in the benefit of an Export oriented organization.

**SUGGESTED READING**

Indian Foreign Trade  
International Trade  
Exporters Manual  
Export Management

Raj Agrawal;  
M.L.Varma;  
Nabhi  
Bal Gopal

**MBA(PT)- IB03 INTERNATIONAL BUSINESS LAW**

**LEARNING OBJECTIVES**

The basic objective of this course is to provide a student with the basic knowledge of International Law and its implication for an export oriented business organization. A student will also have in hand knowledge about various international organizations and how to benefit from them in the long run.

**Course Credit : 4**

**Contact Hours : 40 Hours**

**UNIT -I INTRODUCTION**

**(6 lectures)**

Nature, Origin and theories as a Basis of International Law, Sources of International Law, Schools of International Law, Development of International Law during the 20<sup>th</sup> Century.

**UNIT-II INTERNATIONAL TRANSACTION**

**(8 lectures)**

Diplomatic Agents : Classification, Functions, Immunities and Privileges, Duties, Consuls: Classification, Function, Rights and Immunities.

Treaties : Meaning, Classification, Vienna Convention on Law of Treaties 1964, Formation, Ratification, Amendment, Modification, Termination of Treaties.

**UNIT- III RELATION BETWEEN DIFFERENT LAWS (8 lectures)**

Relation between International Law and State Law

Monism, Dualism, Specific, adoption, Transformation and Delegation theories, State practices including British, American and Indian Practices, Evaluation of New International Economic order and Its implication.

**UNIT-IV INTERNATIONAL ORGANIZATIONS**

**(8 lectures)**

Definition, Functions and evaluation of International organizations, United Nation- General Assembly, Security Council and Economic and Social Council, International Court of Justice.

**UNIT-V CUSTOM DUTY**

**(10 lectures)**

Custom Act 1962 Nature of Custom Duty, Types of Custom Duty, Valuation for Custom Duty, Restrictions on Import and Export Under Act, Clearance of Goods from the Port, Transport and Warehousing, Custom House Agent, Tariff Value, Custom Value as per section 14(1) CGIT

**LEARNING OUTCOME:**

After the completion of this course a student will be able to imply various international Laws in the most suitable manner. He will also be in a position to tackle issues arising with various International Organizations.

**SUGGESTED READING**

International Law  
Introduction to International Law  
Law and Tax for the layman

S.K.Kapoor  
J.G. Starke  
Rustamji and Javeri

**LEARNING OBJECTIVES**

The basic objective of this course is to provide a student the knowledge of the concept and theories of project management and how to apply them. A student will also be able to analyse the risk associated with the project

**Course Credit: 4**

**Contact Hours:40 hours**

**UNIT- I INTRODUCTION (8 lectures)**

Meaning, types and characteristics of project; Meaning, scope , characteristics, need & importance of project management; Project Planning: Identification of investment opportunities, project identification, project formulation,; phases of project life cycle, sources of project financing, code of ethics of project management; Forms of Project Organizations

**UNIT-II FEASIBILITY ANALYSIS (10 lectures)**

Feasibility study: pre feasibility& project feasibility. Feasibility Analysis : Financial appraisal, socio cost benefit appraisal, market appraisal,Market and Demand Analysis: Situational Analysis and Specification of Objectives, Collection of Secondary Information, Conduct of Market Survey, Characterization of Market, Demand Forecasting, Uncertainties in Demand Forecasting, Market Planning.Technical Analysis: Manufacturing Process/ Technology, Technical Arrangements, Material Inputs and Utilities, Product Mix, Plant Capacity, Location and Site, Machinerics and Equipment, Structures and Civil Works, Environmental Aspects, Project Charts and Layouts, Schedule of Project Implementation, Need for Considering Alternatives.

**UNIT-III RISK ANALYSIS (6 lectures)**

Risk Analysis- Firm Risk and Market Risk: Portfolio Related Risk Measures, Mean Variance Portfolio Construction, Portfolio Theory and Capital Budgeting, Capital Asset Pricing Model, Developing the Inputs Required for Applying CAPM, Empirical Evidence

**UNIT- IV PROJECT PLANNING& PROJECT SCHEDULING (8 lectures)**

Generation of Ideas, Monitoring the Environment, Corporate Appraisal, Profit Potential of Industries, Scouting for Project Ideas, Preliminary Screening, Components of cost, project financing, Sources of finance, Role of Financial Institutions. Concept of Planning & Scheduling; Scheduling Techniques, Time Estimation (Simple Practical Problem with EST, EFT, LST, LFT, Total Float), Critical Path Determination, Scheduling when Resources are limited, PERT Model, CPM Model (Simple Practical Problem of Crashing), Network Cost System.

**UNIT-V PROJECT EVALUATION (8 lectures)**

Project Review and Administrative Aspects: Control of In- Progress Projects, Post Completion Audits, Abandonment Analysis, Administrative Aspects of Capital Budgeting, Agency Problem, Evaluating the Capital Budgeting System of an Organization.

**LEARNING OUTCOME:**

After the completion of this course a student will be in a position to monitor and guide an organization's activities related to a project.

**SUGGESTED READING**

Project Management  
Project Management  
Fundamentals of Project Management  
Project Management and Control

Vasant Desai  
K.Nagarajan  
James P Lewis  
P.C.K. Rao



**LEARNING OBJECTIVES**

The basic objective of this course is to provide a student with an understating of the various concepts and theories of material management. The application of these concept shall also be taught to him.

**Course Credit: 4**

**Contact Hours: 40 hours**

**UNIT-I INTRODUCTION**

**(8 lectures)**

Material management-meaning, definitions, objectives and importance, system approach to material management, benefits of integrated system approach, organizational structure for MM- conventional and modern approach.

**UNIT- II MATERIAL PLANNING AND BUDGETING**

**(8 lectures)**

Need for material planning, factors affecting material planning, techniques of material planning- BOM, Past consumption analysis. Material Budgeting: meaning, factors considered for drawing up of a material Budget, Techniques for drawing material Budget.

**UNIT- III STORES MANAGEMENT**

**(8 lectures)**

Storage system: stores location and Layout, development of storing, centralization and decentralization of stores. Codification and standardization-Process of codification, Merits and demerits of codification, codification system: alphabetical, Numerical, Decimal, Brischk and Kodak.

**UNIT- IV PURCHASING**

**(8 lectures)**

Importance of purchasing, Principles of purchasing, Make or buy decisions, Purchasing research-objectives and function, value analysis. Ethics of buying and selling.

**UNIT- V IMPORT SUBSTITUTION**

**(8 lectures)**

Import substitution: concept, India's effort for import substitution, problems in import substitution, Procedure for importing the material and its documentation, Import trade control, Import policy.

**LEARNING OUTCOME:**

After the completion of this course a student will be in a position to guide and control the material management policies of an organization. He shall also be able to guide an organization about import substitution and its benefits as far as cost cutting is concerned.

**SUGGESTED READING**

Material management	M.M Varma
Material management Procedures Text and cases	A.K. Datta
Material management	P.C. Sharma
Purchasing and Materials Management	Shailesh Kasande
Material management	Abhinash Kumar

**LEARNING OBJECTIVES**

The basic objective of this course is to make a student abreast with the concept and theories of supply chain management and effort shall also be made to provide them with the knowledge on various concepts of supply chain management as applicable to an organization. Uses of information technology shall also be taught to students.

**Course Credit: 4**

**Contact Hours:40 hours**

**UNIT -I INTRODUCTION TO LOGISTICS MANAGEMENT (8 lectures)**

Logistic management: meaning and definitions, type of logistics, components of typical logistic system, objectives of logistic management, role of logistics in organization, integrated logistics management, system approach, Integrated logistic model, Evolution of logistic toward supply chain.

**UNIT -II INTRODUCTION TO SUPPLY CHAIN MANAGEMENT (8 lectures)**

Supply chain management: meaning, definitions and importance of supply chain management, key concepts of supply chain management, supply chain performance in India: challenges in maintaining supply chain in India.

**UNIT –III PURCHASING AND VENDOR MANAGEMENT (8 lectures)**

Role of purchasing in supply chain, sourcing decisions in supply chain management, centralized and decentralized purchasing.

Vendor management- vendor evaluation and selection process-Key supplier evaluation criteria, vendor evaluation- factors considered in vendor evaluation, models for vendor evaluation.

**UNIT -IV INVENTORY MANAGEMENT (8 lectures)**

Introduction: basic inventory concepts, types, deterministic inventory models, Material requirement planning, Distribution requirement Planning JIT, KANBAN, Vendor managed inventory. FIFO,LIFO and ABC analysis.

Warehousing- concept, types, functions, warehousing strategy.

**UNIT -V SUPPLY CHAIN INTEGRATION (8 lectures)**

Supply chain and CRM-Linkage, IT infrastructure used for supply chain and CRM, functional components for CRM solutions.

Global supply chain- challenges in establishing global supply chain, factors that influences designing global chain network.

**LEARNING OUTCOME:**

After the completion of this course a student will be able to use the various concepts and theories of supply chain management in an organization. A student will also be able to manage ware house and inventory in the best possible manner.

**SUGGESTED READINGS**

Supply chain management	K. Sridharabhat
Supply chain management-text and cases	Janat Shah
Supply chain management-strategy, cases and best practices	D.K. Agarwal
Logistics and supply chain management	Raghuram G.
Supply chain management	Sahay B.S

**LEARNING OBJECTIVES**

The basic objective of this course is to develop in the mindset of a student a quest for strategic planning and thinking. A student shall be equipped with analytical ability and would be able to raw long term plans for an organisation in the best possible manner.

**Course Credit: 4**

**Contact Hours: 40 hours**

**UNIT-I INTRODUCTION: (4 lectures)**

Business Policy : meaning, Evolution, nature. Strategic management : Meaning & Concept of strategy, Concept of Vision, Mission, Goals and Objectives.

**UNIT-II ENVIRONMENTAL SCANNING (10 lectures)**

Environment: Meaning & Definition, External environment analysis: PESTEL Analysis, Porter's Five, Forces Model, Internal Environment Analysis: Organizational Capability Factors. Resource Based View (RBW) Analysis, VRIO Framework, Value Chain Analysis.

**UNIT-III STRATEGY FORMULATION (10 lectures)**

Strategy Formulation: Corporate, Business, Functional strategy, Corporate Level Strategies: -- Stability, Expansion, Retrenchment and Combination strategies. Concentration Strategies, Integration Strategies: Horizontal & Vertical, Diversification, Cooperative: Mergers & acquisition Strategies, Joint Venture, Strategic Alliance. Blue Ocean Strategy, Red Ocean Strategy.

**UNIT-IV STRATEGIC ANALYSIS (8 lectures)**

Strategy Analysis : Process, Strategic Choice: BCG Matrix, Ansoff Grid, Hofer's Product market evolution. McKinsey's 7'S framework.

**UNIT-STRATEGY IMPLEMENTATION & CONTROL (8 lectures)**

Strategy implementation: Issues in Strategic implementation, Re-engineering & Strategic Implementation – Principles of Re-engineering, Six Sigma

Strategic Control: Nature, Importance. Organisational systems and Techniques for strategic evaluation & control.

**LEARNING OUTCOME:**

After the completion of this course a student shall become vibrant with the knowledge of strategic management and will be in a position to use analytical skills for developing the most appropriate strategy for an organisation. A sound base for critical thinking and implementation of the most dynamic strategy will also be developed.

**SUGGESTED READING**

Business Policy	AzharKazmi
Strategic Management	L.M.Prasad
Strategic Management & Business Policy	B. Hiriyappa
Business Policy and Strategic Management	Sukul Lomash & P. K. Mishra
Business Policy	P.K. Ghosh

**LEARNING OBJECTIVES**

The basic objective of this course is To familiarise the students with the concept and issues of international marketing and enable them to be able to analyse the foreign market environment and develop international marketing strategies for a business firm.

**Course Credit: 4****Contact Hours:40 hours****UNIT-I INTRODUCTION****(8 lectures)**

Introduction to International Business- an overview; International marketing management process, International marketing information system.

International Marketing Environment: Influence of physical, economic, socio - cultural, political and legal environments on international marketing decisions; International marketing information system. International Market Segmentation, Selection and Positioning; International market entry strategies – Exporting, licensing, contract manufacturing, joint venture, setting -up of wholly owned subsidiaries abroad.

**Unit II INTERNATIONAL PRODUCT PLANNING AND PRICING (10 lectures)**

Major Product decisions-product design, labelling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; International trade product life cycle; New product development.

Pricing decisions for International Markets: Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing; Counter trade as a pricing tool- types and problems of counter trading.

**Unit III INTERNATIONAL DISTRIBUTION DECISIONS****(8 lectures)**

Distribution channel- from traditional to modern channel structures, Intermediaries for international markets-their roles and functions; Alternative middlemen choices, Factors affecting choice of channels; Locating, selecting and motivating channel members; International distribution logistics- Issues and Planning.

**Unit IV INTERNATIONAL PROMOTION STRATEGIES****(8 lectures)**

Communications across countries-complexities and issues; Country-of-origin effect; Sales promotions in international markets, trade fairs and exhibitions, International public relations, International Advertising decisions, Personal selling and sales management; Developing international promotion campaign.

**Unit V-EMERGING TRENDS IN INTERNATIONAL MARKETING****(6 lectures)**

Emerging New Market Barriers. Impact of Information & Communication Technologies on International Marketing Activities, Global E- Marketing/ E-Commerce Models- B2B, B2C, C2B, C2C Ecological concerns and Ethical Issues in international marketing.

**LEARNING OUTCOME :**

After the completion of this course a student shall be able to understand and explain the core concepts of international marketing and will be equipped o take managerial decisions in complex situation.

**SUGGESTED READINGS**

- |                                      |                                     |
|--------------------------------------|-------------------------------------|
| • Global Marketing                   | Keegan, Warran J. and Mark C. Green |
| • International Marketing            | Subhash C. Jain                     |
| • International Marketing Management | Bhattacharya and Varshney           |
| • International Marketing            | R.M.Joshi                           |

**LEARNING OBJECTIVES**

The basic objective of this course is providing a student with the in-depth knowledge of the concept and theories of CRM and their application in field of marketing management.

**Course Credit : 4**

**Contact Hours: 40 Hours**

**UNIT I CONCEPTUAL FOUNDATION OF CRM (8 lectures)**

Evolution Of CRM, Benefits Of CRM, Defining CRM, Economics Of CRM- Market Share Vs Share Of Customers, Life Time Value Of Customers, Activity Based Costing For CRM

**UNIT II CRM APPLICATION IN CONSUMER AND BUSINESS MARKETING (8 lectures)**

CRM In B2C Market, CRM In Services, CRM In Product Markets, CRM In B2B, Importance Of CRM In B2B Market, characteristics of business markets. Customer Value Management In Business Market.

**UNIT III CRM ROAD MAP (8 lectures)**

Defining CRM Strategy, CRM Implementation Road Map, Developing A Relationship Orientation, Customer Centric Marketing And Processes. Building Organizational Capabilities Through Internal Marketing.

**UNIT –IV E-CRM (8 lectures)**

Introduction, Data Ware Housing, Data Mining In CRM, Campaign Management, Sales Force Automation And Role Of Interactive Technology. Issues In Implementing Technological Solutions In Management.

**UNIT V OPERATIONAL ISSUES IN IMPLEMENTING CRM (8 lectures)**

Process View Of CRM, Budgeting For Attraction Vs Retention, Learning From Customer Defections, Customer Retention Plans, Evaluating Retention Programmes, Global CRM.

**LEARNING OUTCOME:**

After the completion of this course a student will be able to apply the concept of CRM in organization and will be able to develop better relationship with the internal and external customer of the organization.

**SUGGESTED READINGS**

- Customer Relationship Management: G Shainesh ,J N Sheth
- CRM Emerging concepts, tools & Applications: A Chaudhry, G Shainesh
- Customer Relationship Management: A Parvatiyar,J N Sheth
- Relationship Marketing for Competitive L L Berry
- Advantage: Winning & Keeping Customers:The CRM Handbook Jill Dyche

**LEARNING OBJECTIVES**

The basic objective of this course is to familiarize the students with the concepts and latest trends in the service marketing field and to develop in them a feeling of dedication towards consumers.

**Course Credit: 4**

**Contact Hours: 40 hours**

**UNIT-I INTRODUCTION**

(8 lectures)

Definition, Concept, Characteristics, difference between goods and services, nature & scope of services and the service challenge. Brief concept of marketing management & its relationship with service marketing, reasons for growth in Service Sector & role of Services in an Economy

**UNIT –II SERVICE MARKET SEGMENTATION & MARKETING MIX (8 lectures)**

Identification of Service need, Service market segmentation, Concept of marketing mix- 7Ps, Designing and Positioning a service in the Market place , Managing service Demand Creating & Delivering Services. Communicating and Promotion services. Developing and managing the customer Service Function.

**UNIT-III MARKETING STRATEGIES OF SERVICES**

(8 lectures)

The Service Strategy; service Mission; Service Environment; Service Life Cycle; Market Defender Strategies; Occupying the imagination of the customer.

**UNIT-IV RELATIONSHIP MANAGEMENT**

(10 lectures)

Customer expectation & Perception of service understanding, Customer requirements and building relationships and marketing implications.

Relationship management- concept, Need, Importance, Characteristics, CRM and e-CRM - Customer relationship process.

**UNIT-V SERVICE FOR GLOBAL MARKETING**

(6 lectures)

International Marketing of services, Principle Driving Forces, Global Marketing Services, Service Strategy & Organization for Global Marketing

**LEARNING OUTCOME:**

After completion of this course a student will be able to understand and explain the concepts of service marketing. The subject matter shall equip the students to map complex service marketing issues and the ground realities of a service organisation. The student will also gain knowledge on the contemporary issues of service marketing and will be able to serve a service marketing organization in the best possible manner.

**SUGGESTED READINGS**

- |  |                               |
|--|-------------------------------|
| • Marketing for Non-Profit Organization  | Kotler, Philip PHI, New Delhi |
| • Marketing of Services<br>Prentice Hall | Lovelock, Christopher H,      |
| • Marketing Services                     | Ravi Shanker                  |
| • Financial Service                      | M Y Khan                      |

## **MBA(PT)-FM 04 INTERNATIONAL FINANCIAL MANAGEMENT**

### **LEARNING OBJECTIVES**

The objectives of this course are to strengthen the understanding of International Financial Management and the application of various concepts in the real life situation. A student will be able to understand the pros and cons of International Finance and will become a knowledge wizard in the field of International Financial Management.

**Course Credit: 4**

**Contact Hours:40 hours**

### **UNIT-I INTRODUCTION**

**(8 lectures)**

International Financial Systems and Institution, International Financial Flows. Balance of Payments- Concepts, principles & its various components, Current account deficit & surplus and capital account convertibility, Concept & types of disequilibrium- Causes & Remedies.

### **UNIT- II FOREIGN EXCHANGE MARKETS**

**(10 lectures)**

Foreign Exchange Market – Structure, Participants, Exchange rate determination – Spot and Forward Exchange rates, Eurocurrency and Domestic Interest Rates, Quotation & Market rules, factors affecting exchange rates, concept of international arbitrage, interest rate parity, purchasing power parity and the interest Fisher effect

### **UNIT-III RISK MANAGEMENT**

**(12 lectures)**

Measuring and managing Exposure: Translation, Transaction and Economic exposure  
Derivatives Market: Definition, Evolution & Features of Derivatives, Types of Derivatives- Forward, Futures, Swaps and Options- A study of models and arbitrage methods.

### **UNIT- IV INTERNATIONAL FINANCIAL MARKET**

**(6 lectures)**

Concept of International Capital and Money Market, International Listing. Managing Multinational fund flows, Centralized Vs Decentralized Cash management, Managing International Accounts and inventory, Financing foreign Trade.

### **UNIT-V STRATEGIC DECISION MAKING IN INTERNATIONAL FINANCE (4 lectures)**

Evaluation of Foreign Investment opportunities, Financing in the Short and Long Term, Managing Net Working Capital, International Trade Finance.

### **LEARNING OUTCOME**

After the completion of this course a student shall be able to guide and control the organizational pursuits of International Finance and will be able to develop an acumen and a sound knowledge of International Financing and its effects on the development of an organization.

### **SUGGESTED READINGS**

- |                                      |             |
|--------------------------------------|-------------|
| • International Financial Management | Sapiro      |
| • International Financial Management | P.G. Apte   |
| • Foreign Exchange Management        | Jeevanandam |
| • International Financial Management | Buckley     |
| • International Financial Management | Sharen      |
| • International Financial Management | MadhuVij    |

**LEARNING OBJECTIVES**

The basic objective of this course is to equip a student with a sound knowledge of taxation and tax planning. The various concepts and their understanding shall be developed in their mindset and they will be able to plan about income tax and other taxes in an effective manner.

**Course Credit: 4**

**Contact Hours: 40 hours**

**UNIT- I NATURE AND SCOPE OF TAX PLANNING:**

**(8 lectures)**

Basic Concept: Income, Agricultural Income, Person, Assesses Assessment year, Previous year, Gross Total Income, Total Income, Rate of Tax, Residential Status and Scope of Total Income on The Basis of Residential Status, Exempted Income Under Section –10.

**UNIT- II COMPUTATION OF INCOME UNDER DIFFERENT HEADS:**

**(8 lectures)**

Salaries, Income From House Property, Profit & Gain of Business or Profession, Capital Gains, Income from other sources.

**UNIT- III TOTAL INCOME AND TAX COMPUTATION**

**(10 lectures)**

Income of other persons included in assessee's Total Income, Aggregation of Income and Set-off and carry forward of losses, Deductions from gross total Income, Rebates and relief's, Computation of Total Income of Individuals and firms.

**UNIT- IV CORPORATE INCOME TAX**

**(8 lectures)**

Tax concession and incentives for corporate decision. Tax Planning for Depreciation, Treatment of losses & unabsorbed items, Carry forward and set off losses. Tax and Business Reorganization: Merger and amalgamation, Tax appeals.: Revision & Review

**UNIT- V EXCISE DUTY AND VALUE ADDED TAX**

**(6 lectures)**

Central Excise Act.& Excise Planning, GST-CGST, SGST & IGST.

NOTE: Numerical problems based on Calculation of Income Tax or Corporate Tax may come in the Examination.

**LEARNING OUTCOME:**

After the completion of this course a student will be in a position to plan about tax savings and how to use this saving in the most effective manner. A sound understanding about corporate income tax and Excise duty shall also be inculcated which shall be essential for the development of an organization in its financial pursuits.

**SUGGESTED READINGS**

- |                                     |                            |
|-------------------------------------|----------------------------|
| • Public Finance                    | Bhatia H.L.                |
| • How to Save Wealth Tax            | Lokhotia RN.               |
| • Income Tax                        | Dr. B.K. Agarwal           |
| • Income Tax                        | H.C. Malhotra              |
| • Students Guide to Income Tax      | Singhania Vinod K & Monika |
| • Systematic Approach to Income Tax | Girish Ahuja, Ravi Gupta   |



## **MBA- FM 06 CORPORATE RESTRUCTURING, MERGERS & ACQUISITIONS**

### **LEARNING OBJECTIVES**

The basic objective of this course is to develop a sound knowledge of corporate restructuring, mergers and acquisitions. A student shall be able to guide an organization about the same as and when need arises.

**Course Credit: 4**

**Contact Hours: 40 hours**

### **UNIT- I CORPORATE RESTRUCTURING (8 lectures)**

Definition, Scope, Historical Evolution, Approaches to corporate Restructuring, Forms of Corporate Restructuring – Consolidation, Divestiture, Carve Out, Joint Venture, Reduction of Capital, Buy-Back of Securities.

### **UNIT -II MERGERS (10 lectures)**

Mergers – Meaning, Merger as a growth strategy, ANSOFF's product market Matrix, Classes of Growth Opportunities models, & approaches – BCG Matrix, Grand strategy Matrix, Industry/Product Life Cycle. Motives – Different Models & Theories, Trautween's model, Monopoly & Efficiency Theory, Valuation, Raider, Empire Building. Synergy: Manufacturing, Operations, Marketing, Financial & Tax. Take- Over – Type & Tactics, Cases of successful takeovers in India.

### **UNIT- III LEGAL ASPECT (6 lectures)**

Companies Act 1956 regarding Merger & Demergers; SEBI (BUY-back of Securities) Regulation 1998; SEBI (Substantial Acquisition of shares & Takeovers) Regulation 2011; Clauses 40A & 40B of BSE & NSE; SEBI (Delisting of Equity Shares) Regulation 2009

### **UNIT- IV ACCOUNTING & TAXATION (6 lectures)**

Accounting for Amalgamation & Demerger; Methods of Accounting – Pooling of Interest Method.

Taxation – Definition, Implication of Capital Gains Tax & Carry Forward; Set Off of losses & Unabsorbed Depreciation

### **UNIT -V VALUATION (10 lectures)**

Valuation of a Company – Concept, Methods of Enterprise & Equity Valuation- Asset based valuation approach, Relative Valuation Method, Capitalization of Earnings Approach, Cash Flow Based Valuation Approach.

Models of Valuation – Dividend Discount Model, Enterprise DCF Model.

### **LEARNING OUTCOME:**

After the completion of this course a student will be able to guide an organization about the restructuring strategy which will give fruitful result to the organization.

#### **SUGGESTED READINGS**

- Mergers, Acquisition & Corporate Restructuring Godbole
- Cross Border Acquisition Chandrashekhar Krishnamurti, S.R. Vishwanath
- Mergers, Acquisition & Corporate Restructuring Patrick. A. Gaughan
- Mergers, Acquisition & Corporate Restructuring Rachna Jawa

**LEARNING OBJECTIVES**

The basic objective of this course is to give student a sound understanding of the concepts and theories of negotiation and conflict management. A student will also be in opposition to find out the exact nature of conflict and then provide solutions to it.

**Course Credit: 4**

**Contact Hours: 40 hours**

**UNIT I INTRODUCTION (6 lectures)**

Conflict – Meaning, Sources, Levels, Types, Approaches to Conflict, Conflict Resolution Techniques, Negotiation- Concept, Distributive Bargaining, Integrative Negotiation. Negotiation Planning Process

**UNIT II NEGOTIATION PROCESS (8 lectures)**

Negotiation Sub processes: Perception: definition, Perceptual distortion, Framing: Types of Frames, Approaches to Frames, Cognitive biases in negotiation, managing misperception and cognitive biases in negotiation. Reframing. Impact of mood and emotions on negotiation process. Communication during negotiation-verbal and non verbal methods. Negotiation power: definition, sources, BATNA, dealing with power differences..

**UNIT III MANAGING NEGOTIATION (10 lectures)**

Role of Agents, Constituencies & Audiences. Coalitions – Concept, Types, Reasons for coalition formation, Criteria for coalition. Multi Party and Team Negotiation Process, Third Party Approach of negotiation, Intervention Methods.

**UNIT IV MEDIATION AND CONCILIATION (8 lectures)**

Mediation: concept and process, Conciliation: concept, process and importance, Arbitration: Process and importance, Persuasion strategy and effectiveness difference between arbitration , mediation and conciliation. Arbitrations and conciliation act.

**UNIT V CROSS CULTURAL NEGOTIATION (8 lectures)**

International Issues – Effects of environment & culture on Negotiation process, Managerial Perspectives – Negotiation Opportunity, selection of negotiators. Ethics in Negotiation.

**LEARNING OUTCOME**

After the completion of this course a student will become an expert on conflict management and would also master the art of negotiations which would be utilized for better results.

**SUGGESTED READINGS**

- Negotiation Roy J. Lewicki, David M. Saunders, Bruce Barry,
- Managing Conflict & Negotiation B.D.Singh;
- Conflict Management: A Practical guide to developing negotiation strategies : Barbara.A. Budjac Corbett
- Negotiation and conflict Management William Zartman

**LEARNING OBJECTIVES**

The course aims at exposing the learner to the concept and practice of training and development in the modern organizational setting through the pedagogy of case discussions and recent experiences. The design of the course aims to provide an experimental, skill-based exposure to the process of planning, organizing and implementing a training system.

**Course Credit: 4**

**Contact Hours:40 hours**

**UNIT- I INTRODUCTION**

**(8 lectures)**

Performance Management System – Concept, Process, Objectives, Features; Organizational Goal Linked Performance Model – Steps, Key Performance Indicators, Measures, Linkage between Goal Setting & Performance Appraisal.

**UNIT -II PERFORMANCE APPRAISAL**

**(8 lectures)**

Performance Appraisal – Managers, Supervisors – Task Analysis&/or Activity Analysis, KPAs, KRAs, Task & Target Identification, , Goal Setting Exercises.

Appraisal Formats – For Supervisors, Individuals & Peers.

Performance Analysis – Meaning, Measurement

**UNIT – III MANAGING PERFORMANCE**

**(8 lectures)**

Methods of managing performance at all the levels of management- traditional methods of performance management , modern methods of performance management, Performance analysis as a tool for Individual and organizational development.

Potential appraisal: definition and significance

**UNIT-IV REWARD SYSTEM**

**(8 lectures)**

Compensation- Definition, Function, Significance, Job evaluation, methods of job evaluation, inputs to job evaluation its practical implication for technical/non technical and executive/managerial position, and significance of wage differentials.

**UNIT-V COMPENSATION**

**(8 lectures)**

Pay structure: Method of pay and Allowances- Basic Pay, DA, HRA, Gross Pay, Take home pay, Fringe benefits and other allowances, etc. Methods of payments: Time and piece rate system. ESOP: definition. Objectives, Welfare Measures: Statutory and Non Statutory measures. Social security schemes: ESIS, PF, Pension, Insurance, Gratuity.

**LEARNING OUTCOME:**

After the completion of the course a student will be able to analyse the design of training and compensation systems of different organization.

**SUGGESTED READINGS**

- |  |                     |
|--|---------------------|
| • Performance Management System                                    | R.K.Sahu            |
| • Performnce Management & Appraisal System                         | T.V.Rao             |
| • Performance Management : Concepts, Skills & exercises<br>Leonard | Robert Cardy, Brian |

## **MBA- HR06 STRATEGIC HUMAN RESOURCE MANAGEMENT**

### **LEARNING OBJECTIVES**

The basic objective of this course is to provide a student with the latest human resource management studies and a student will be in a position to implement them as and when required.

**Course Credit: 4**

**Contact Hours:40 hours**

### **UNIT- I INTRODUCTION**

(8 lectures)

HRM – Concept, Architecture, Ethical Dimensions. Strategic Management – Concept, Meaning, characteristics, developing strategy, implementation of strategy. Strategic HRM – Definition, Nature, Objectives, conceptual framework, problems.

### **UNIT-II HRM STRATEGY**

(6 lectures)

Meaning, features, evaluation of HR strategy. Developing HR Strategy – factors, approaches formulation Delivering HR Strategy – ‘Say-Do’ gap concept & Role of Line Managers in Implementation.

### **UNIT-III ORGANIZATIONAL STRATEGIES**

(8 lectures)

Organizational Strategy – Concept , Types & Importance; Organization Development Strategy – Meaning, Activities ; Human Capital Management Strategy – Objectives, Role, Link between HCM & Business Strategy.; Knowledge Management Strategy – Process of Knowledge Management, Sources & Types of Knowledge, Issues & Components.

Corporate Social Responsibility strategy- Definition, Rationale for CSR, CSR Activities, Role of CSR.

### **UNIT -IV DIMENSIONS OF HRM STRATEGIES**

(10 lectures)

Employee Engagement – definition, Importance, factors, Nature &Content;Resourcing Strategy – Rationale, Approach, Resourcing Plans, Retention Strategy, Flexibility Strategy, Diversity & Inclusion Strategy; Talent Management – Meaning, Objectives, Talent Management Strategies Reward Management – Meaning, Need, Characteristics, Basis, Effective Reward Strategies.

### **UNIT -V INTERNATIONAL PERSPECTIVE**

(8 lectures)

Concept, Issues, Approaches to International Strategic HRM;Types of Strategies – Resourcing, International Talent Management, International Performance Management, International Reward Management

### **LEARNING OUTCOME**

After the completion of a course the student will be able to define the concept and importance of strategy in the context of organizational capability, organizational & individual performance as well as to the specific aspects of HRM.

### **SUGGESTED READINGS**

- Strategic Hman Resource Management
  - Strategic Hman Resource Management
  - Strategic Hman Resource Management
  - Strategic Hman Resource Management:
- |                                       |
|---------------------------------------|
| Michael Armstrong                     |
| Randall S. Schuler & Susan E. Jackson |
| RajibLochanDhar                       |
| Anuradha Sharma &AradhanaKhandelwal   |

## **MBA-IB04 MANAGEMENT OF CULTURAL DIVERSITY**

### **LEARNING OBJECTIVES**

With the growing concept of globalisation cultural diversity becomes an important challenge for the organizations. This course helps the students to develop an understanding of the different diversity issues

**Course Credit : 4**

**Contact Hours: 40 Hours**

### **UNIT-I INTRODUCTION TO CULTURE**

(8 lectures)

Culture – Meaning, Characteristics, effects on organization, Cultural Diversity & the Work Organization Diversity across Cultures – Effects of cultural variables, Role of values in shaping different cultures, Factors affecting cross-culture differences. Approaches to cultural diversity – Global Model, Halls & Halls Cross Culture Classification, Hofstede Six Key Dimensions

### **UNIT- II ANALYSIS OF CULTURAL DIVERSITY**

(8 lectures)

Value Systems – America, Japan, Middle-Eastern Countries, Russia, Characteristics of Chinese culture. Comparative of cultural characteristics across India.

Culture– characteristics, factors influencing different cultures in India, Common Core Values, Cultural Integration in India, Business norms in India, HRM aspect of Indian culture, functionality & dysfunctionality.

### **UNIT-III CROSS CULTURAL DIFFERENCES**

(8 lectures)

Differences in Communication – Problems of Cross Cultural differences, telephonic conversations, Communication behaviour in business meetings, Diversity Practices in Managing People – Ethics and CSR, Negotiations, Human Resource Management & Industrial Relations Practices

### **UNIT- IV MANAGING CULTURAL DIVERSITY**

(8 lectures)

Global Managers – objectives of International Assignments, Variables of cultural diversity – Attitude towards International business operations, Cultural Diversity, Organizational Behaviour, Control Styles, Leadership & Motivational Programmes, Preparing employees for foreign assignments.

### **UNIT V INTERNATIONAL MARKETING**

(8 lectures)

International Marketing – Concept, differences in strategies, Cultural Analysis for International Marketing, Key factors. Cultural Diversity in Advertising – Business Advantage; Localisation of advertising strategy; Giving brands a cultural meaning, cross cultural differences & advertising.

Ethical Issues in Global Scenario.

### **LEARNING OUTCOME**

After the completion of the course, students will be able to understand the cultural differences across the world and their respective value system and they will be able to relate these issues with the problems arising in MNC's.

### **SUGGESTED READINGS**

- Managing Cultural Diversity in Globalisation S.K.Bhatia& Poonam Chaudhary
- Cultural Diversity in Workplace George Henderson
- Managing Cultural Diversity Robert T. Moran, Philip R. Harris, Sarah Virgilia Moran

## **MBA(PT) - IB05 INTERNATIONAL LOGISTICS & SUPPLY CHAIN MANAGEMENT**

### **LEARNING OBJECTIVES**

The basic objective of this course is to develop an understanding of International Logistics and Supply Chain Management. A student will be equipped with an analytical ability to solve international logistical and supply chain problems readily.

**Course Credit: 4**

**Contact Hours:40 hours**

### **UNIT I INTERNATIONAL LOGISTIC SYSTEM (6 lectures)**

Introduction to Marketing Logistics System; International Marketing Strategies and Logistics; Warehousing – Importance and Significance in International Logistics

### **UNIT II INTERNATIONAL TRANSPORT SYSTEM (8 lectures)**

Air Transport – Problems & Prospects; Ocean Transport – Significance, Types of ships, Containerisation – Need, Types of containers, Advantage & Disadvantages of containerisation, Problems of shipping industry.

### **UNIT III INTERNATIONAL FREIGHTING PRACTICES (8 lectures)**

Liner & Tramp shipping, Liner Freightling Practices – Nature of liner services, Conference System, Types of Rates, Pricing Principles, Surcharges, Tramp Chartering Practices – Meaning of Tramp Trade, Types of Tramp Chartering; Charter Party and its main clauses.

### **UNIT IV SUPPLY CHAIN RELATIONSHIP (12 lectures)**

Channel Structure, the economies of distribution – traditional functions, specialization, assortment, Channel Relationships – Supply chain competitiveness, risk, power, leadership, elements of success Logistical services alliances – factors, stimulating services based alliances, increasing services providers, efficiency, integrated logistics service providers, Descriptive Institutional Approach – merchant middlemen, functional middlemen, channel arrangement classification – single transactional conventional channels, voluntary arrangements.

### **UNIT V CUSTOMER SERVICE (6 lectures)**

Definition, Concept of customer service & customer retention, Setting Service standards, Dimension of customer value

### **LEARNING OUTCOME:**

After the completion of this course a student will have a cutting edge in the field of Logistic and Supply Chain Management. He shall be able to apply the theories in the right place and at the right time so as to achieve the best results for an international organization.

### **SUGGESTED READINGS**

- Logistics Management Roy Chaudhary
- Indian Shipping Perspectives H.B.Desai
- Transport Infrastructure P.A.Kadery

## **MBA(PT )-IB06 INTERNATIONAL COMMODITY MANAGEMENT**

### **LEARNING OBJECTIVES**

The basic objective of the course is to provide a student with the knowledge of commodity management and to build in him a sense of analytical understanding of various commodity instruments and markets.

**Course Credit: 4**

**Contact Hours:40 hours**

### **UNIT-I INTRODUCTION**

**(6 lectures)**

International Commodity Market – Overview, Types of Commodities traded in major commodity exchanges; Types of commodity contracts; the commodity ecosystem; Advantages ; Recent developments.

### **UNIT-II INTERNATIONAL AND INDIAN COMMODITY EXCHANGES (10 lectures)**

Mechanism of Operation New York Mercantile Exchange, London Metal Exchange, Chicago Board of Trade, Tokyo Commodity Exchange, Comparison of Different International Commodity Exchanges. Commodities: Functions and Mechanism, Indian Commodity Exchanges- History, MCX, NCDEX, Other Commodity Exchanges.

### **UNIT-III CLASSIFICATION OF COMMODITY GROUPS**

**(8 lectures)**

International Scenario, Domestic Scenario, Demand and Supply, Export and Import, Standardization and Grading in Agricultural Commodities- Quality Standards, Market Impacts and Problems in Grading.

### **UNIT-IV COMPETITION, PRICE DETERMINATION AND RISK IN COMMODITY MARKET**

**(8 lectures)**

Competition in Commodity Market, Price Determination in Commodity Markets- Price Analysis and Exchange Function, Risks in Commodity Market.

### **UNIT-V RISK MANAGEMENT STRATEGIES IN COMMODITY MARKET(8 lectures)**

Commodity Futures- Meaning, Objective and Pricing of Commodity Futures, Trading Strategies using commodity futures- Hedging Speculation, Arbitrage, Commodity Futures in India & regulations, Introduction to Options, Meaning and Types, Common Terminology, Option Pricing, Put-Call Trading Strategies Using Commodity Options.

### **LEARNING OUTCOME:**

After the completion of this course, a student will master the art of commodity trading in different environments and markets. It will also enable them to understand the risk associated with commodity price fluctuation and various methods to manage these risks.

### **SUGGESTED READING**

- Market of Agricultural Products Richard L. Kohls&Loseph N Uhl
- Options Futures and Other Derivatives John C. Hull
- International Commodity Trading: Physical& Derivative Market EbrahimL esourd Clark, Baptiste Jean & Rene Thielblemont
- Commodity Markets & Derivatives Bharat Kulkarni

## **MBA(PT) - OM04 TOTAL QUALITY MANAGEMENT**

### **LEARNING OBJECTIVES**

The basic objective of this course is to provide a student with a sound understanding of the concepts and theories of quality management and In hand knowledge of TQM and its adoption will also be gained.

**Course Credit: 4**

**Contact Hours: 40 hours**

### **UNIT- I INTRODUCTION**

**(8 lectures)**

Quality – Concept, features, 3Fs- Fit, Form and Function.TQM – Concept, features, goals, building blocks of TQM, Pre-requisites for success, Deming’s Theory of TQM, Juran’s Trilogy, Crosby’s theory of TQM, 3Ms of Japanese management.

### **UNIT- 2 QUALITY CIRCLES**

**(8 lectures)**

Quality Circles: Definition, Philosophy, Benefits, Structure, Implementation and Operation, 7 tools of TQC- Stratification, check sheets, scatter diagram, Histogram, ishikawa diagram, praetor diagram and control charts.Kaizen Gemba: Meaning and concept, Difference between quality circles and Kaizen Gemba, criteria for good Kaizen, evaluation of Kaizen Gemba.

### **UNIT- 3 TQM PRACTICES**

**(6 lectures)**

Value analysis and Value Engineering: concepts, features and steps in value analysis, phases of value engineering, desire methods, Brainstorming, Delphi and nominal group technique, Quality function deployment, Benchmarking: Types, elements and process, Six Sigma.

### **UNIT -4 HOLISTIC QUALITY MANAGEMENT**

**(10 lectures)**

Quality Planning: Application of quality, planning for quality, quality planning process-identification of customer needs, product Development, Process Development, Process Capability, Transfer to operations. Quality control process, levels of control, tools of quality control. Quality improvement: concepts and benefits.

### **UNIT- 5 STANDARDIZATION**

**(8 lectures)**

Selection of an ISO model, ISO standards for Quality system: Important clauses in ISO: 9000, Specifications, Elements of Quality system, quality system certification.

### **LEARNING OUTCOME:**

After the completion of this course a student will be able to apply the theories and concepts of Quality Management in an organizational Setup. TQM practices shall also be applied by him and emphasis on Quality control in production shall become his goal.

### **SUGGESTED READINGS**

- |   |                       |
|---|-----------------------|
| • Total Quality Management                                  | P. N. Mukharjee       |
| • Total Quality Management                                  | S.Rajaram             |
| • Total Quality Management                                  | V.s. Bagad            |
| • Total Quality Management<br>Samuel                        | L. Suganthi, Anand A. |
| • Quality Control & Total Quality Management                | P.L. Jain             |
| • Total Quality Management “ key concepts and case studies” | D.R. Kiran            |



**LEARNING OBJECTIVES**

The basic objective of this course is to provide a student with the knowledge of the concepts and theories of service operations management and how to manage strategic change.

**Course Credit: 4**

**Contact Hours: 40 hours**

**UNIT I INTRODUCTION**

**(8 lectures)**

Service operations management: meaning and importance challenges facing service manager, types of service, types of service processes. Definition and meaning of service concept, service concept as a strategic tool focused and unfocused service operation.

**UNIT II Customer and Supplier Relationship**

**(8 lectures)**

Concept, Customer and customer segmentation, Customer retention, managing customer relations, managing business relations, Customer satisfaction, service quality and confidence ,customer expectations, service quality factors,

Supply relationships: Types of supply relationships, managing service supply chain, managing through intermediaries.

**UNIT 3 SERVICE DELIVERY**

**(8 lectures)**

Service process: meaning and importance, nature of service process, controlling service processes, managing and motivating service providers.

Resource Utilisation: Introduction, capacity management, Operation planning and control, Managing bottlenecks and queues. Role of network, technology and information in transforming services, managing information flow.

**UNIT 4 PERFORMANCE MANAGEMENT**

**(8 lectures)**

Meaning and concept and purpose of performance management, Balance of measures, concept of Benchmarking, Relationship between Operational decision and business performance, service performance network, world class service.

Operational Improvement: Approaches to operational improvement, concept of service recovery and service guarantee.

**UNIT 5 MANAGING STRATEGIC CHANGE**

**(8 lectures)**

Service Strategy: meaning and definition and importance, service as a competitive advantage, strategy formulation and development, sustaining a strategy.

Service Culture: Understanding Organizational culture, Management of change and service delivery.

Operational Complexity: Meaning and concept, operational consequences of complexity.

**LEARNING OUTCOME:**

After the completion of this course a student will be able to become a guide and mentor for an organization in its pursuit for service operations management and he would be able to draft new Strategies, to bring out a change in the service operation performance of an organization.

**SUGGESTED READINGS**

- |   |                                 |
|---|---------------------------------|
| • Service operations management:              | Robert Johnson and graham clark |
| • Production and operations management        | R. Paneerselvam                 |
| • Operations Management : theory and Practice | B. Mahadevan                    |

**LEARNING OBJECTIVES**

The basic objective of this course is to provide a student with a sound understanding of World Class Manufacturing and implication of World Class Manufacturing. A thorough knowledge of the imperative of product design and barcode system will also be developed.

**Course Credit: 4**

**Contact Hours:40 hours**

**UNIT 1 INTRODUCTION (8 lectures)**

World class manufacturing: meaning and definition, Philosophy of World Class Manufacturing Evolution of WCM; Ohno's View on WCM, Historical Perspective of world class manufacturing- Industrial revolution, evolution of scientific management, globalization, world class excellent organization, models for manufacturing excellence- Business excellence model.

Principles and Practices; Quality in WCM; Deming's & Shingo's Approach to Quality Management; Culmination of WCM.

**UNIT II SYSTEM AND TOOLS FOR WCM (8 lectures)**

The Integration Imperative; Overview of Systems and Tools; Information Management Tools - Product and Process Design Tools, Bar Code Systems, Kanban: A Lean Production Tool, Statistical Quality Control (SQC), Material Processing and Handling Tools; Assessment of Manufacturing Systems and Tools.

**UNIT III WCM PRACTICES (8 lectures)**

Labour and HRD Practices in WCM Human Resource Dimensions in WCM; Morale and Teamwork; High Employee Involvement; Cross Functional Teams; Work Study Methods; Human Integration Management. Competitive Indian Manufacturing, Manufacturing Performance and Competitiveness - Indian Firms: Manufacturing Objectives and Strategy; Usage of Management Tools and Technologies; Manufacturing Management Practices; IT Infrastructure and Practices; Strategic Intent Framework; Breadth and Integration of IT Infrastructure.

**UNIT IV GLOBAL COMPETITIVENESS (8 lectures)**

Information Age and Global Competitiveness The Emergence of Information Age; Competition and Business Challenge; Operating Environment; Globalization and International Business; Global Competitiveness and Manufacturing Excellence; World Class Manufacturing and Information Age Competition; Manufacturing Challenges, Problems in Manufacturing Industry. Cutting Edge Technology Value Added Engineer in - Hall's Framework; Schonberger's Framework of WCM; Gunn's Model; Maskell's Model.

**UNIT V WCM STRATEGIES (8 lectures)**

Globalization and World Class Manufacturing Generic Manufacturing Strategies for Information Age; Planning Methodology and Issues in Strategic Planning of WCM; Performance Measurement - PO-P System, TOPP System and Ambite System.The Future WCM Manufacturing Strategy: Futile Search for an Elusive Link, Manufacturing Strategic Intent Classification, Translating Intent into Action

**LEARNING OUTCOME:**

After completion of this course a student will be in a position to see that the various principles of World Class Manufacturing are applied in an organization and that it achieves its goal of becoming a hundred percent Export Oriented Unit with emphasis on good quality and uses of the latest technology.

**SUGGESTED READINGS**

- World Class Manufacturing      Richard J. Schonberger
- World Class Manufacturing      Jim Tort
- World Class Manufacturing      Philip Robinson

**Course Credit : 6**

**Contact Hours: 60 hours**

A Project has to be allotted to the candidate by the institute to work upon under the supervision of one faculty member for the purpose of creating awareness on how to conduct a Research Project. This shall be based on the data collection and interpretation of the same. The Project is to be evaluated out of 200 marks and has to be submitted before the end term examinations.